

NAVAL POSTGRADUATE SCHOOL Monterey, California



A Preliminary Analysis of the 1999 USMC Retention Survey

by

Kathryn M. Kocher
George W. Thomas

May 2000

Approved for public release; distribution is unlimited.

Prepared for: HQ U.S. Marine Corps
3280 Russell Road
Quantico, VA 22134-5103

THIS QUALITY INSPECTED 4

20000712 051

NAVAL POSTGRADUATE SCHOOL
Monterey, California 93943-5000

RADM Richard H. Wells, USNR
Superintendent

Richard Elster
Provost

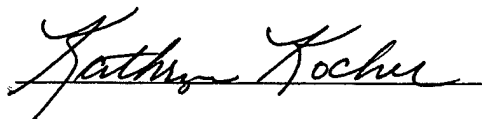
This report was prepared for and funded by Headquarters, U.S. Marine Corps, Quantico, VA.

Reproduction of all or part of this report is authorized.

This report was prepared by:

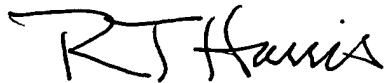


George Thomas
Professor
Department of Systems Management



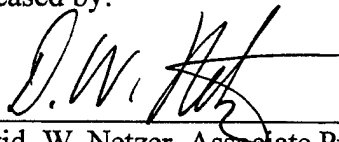
Kathryn Kocher
Labor Economist
Department of Systems Management

Reviewed by:



Reuben T. Harris
Chairman
Department of Systems Management

Released by:



David W. Netzer, Associate Provost and
Dean of Research

REPORT DOCUMENTATION PAGE			Form Approved	
OMB No 0704-0188				
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE		3. REPORT TYPE AND DATES COVERED
		May 2000		Technical Report (Nov 1998 - January 2000)
4. TITLE AND SUBTITLE			5. FUNDING	
A PRELIMINARY ANALYSIS OF THE 1999 USMC RETENTION SURVEY			MIPR #M0008498FFH4031	
6. AUTHOR(S)				
Kathryn M. Kocher and George Thomas				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)			8. PERFORMING ORGANIZATION REPORT NUMBER	
Department of Systems Management Naval Postgraduate School 555 Dyer Road Monterey, CA 93943-5000			NPS-SM-00-005	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSORING/MONITORING AGENCY REPORT NUMBER	
HQ U.S. Marine Corps 3280 Russell Road Quantico, VA 22134-5103				
ATTN: MAJ G. T. Habel, CMC Code MPP 30				
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION/AVAILABILITY STATEMENT			12b. DISTRIBUTION CODE	
Approved for public release; distribution unlimited.				
13. ABSTRACT (Maximum 200 words.)				
An Internet-based survey was developed to identify factors that influence marines in their retention decisions. Questionnaire areas include: demographics and military background; satisfaction with specific aspects of military life and work; overall satisfaction; perceptions of civilian employment opportunities; intentions and expectations; and factors important to the desire to leave and the desire to stay in the USMC. Fielded between June and September, 1999, the survey yielded 10,934 usable responses for marines with 12 or fewer years of service. Respondents were separated into subgroups by officer/enlisted status, term of service (first term/careerist or junior/field grade officer) and gender. Factor analysis was used to construct composite variables from questions about the reasons contributing to the desire to leave and to stay in the USMC. Results of ranking mean scores on single and composite items indicate that the role of pay and civilian career opportunities is dominant at all pay grades as an influence to leave, and that the roles of other influences vary with officer/enlisted status, term of service, and gender. Pride in the USMC and its organizational values overwhelm other factors as reasons for staying for officers and are very important to career enlisted marines.				
14. SUBJECT TERMS			15. NUMBER OF PAGES	
U.S. Marine Corps; retention; Internet-based survey; questionnaire construction; composite variable; ranked response means; factor analysis			85	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT	18. SECURITY CLASSIFICATION OF THIS PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT	
UNCLASSIFIED	UNCLASSIFIED	UNCLASSIFIED	SAR	

ABSTRACT

An Internet-based survey was developed to identify factors that influence marines in their retention decisions. Questionnaire areas include: demographics and military background; satisfaction with specific aspects of military life and work; overall satisfaction; perceptions of civilian employment opportunities; intentions and expectations; and factors important to the desire to leave and the desire to stay in the USMC. Fielded between June and September, 1999, the survey yielded 10,934 usable responses for marines with 12 or fewer years of service. Respondents were separated into subgroups by officer/enlisted status, term of service (first term/careerist or junior/field grade officer) and gender. Factor analysis was used to construct composite variables from questions about the reasons contributing to the desire to leave and to stay in the USMC. Results of ranking mean scores on single and composite items indicate that the role of pay and civilian career opportunities is dominant at all pay grades as an influence to leave, and that the roles of other influences vary with officer/enlisted status, term of service, and gender. Pride in the USMC and its organizational values overwhelm other factors as reasons for staying for officers and are very important to career enlisted marines.

ACKNOWLEDGMENTS

The authors would like to thank Dennis Mar for his extensive programming and data analysis support for this project. They also wish to acknowledge the major contributions of Susan Hocesvar, author of a companion report to this publication, to project design and questionnaire development. Additional thanks are due to Dan Dolk for data base development and integration, to Alice Crawford for advice on questionnaire format and design, and to Barbara Rouleau for editorial assistance. In addition, we are very grateful to Major Gregg Habel and Captain Michael Greeno, USMC, who provided guidance on key USMC manpower issues and institutions, critically reviewed the questionnaire, and interfaced with technical personnel to coordinate solutions to complex problems encountered in constructing and fielding an Internet survey.

TABLE OF CONTENTS

	<u>Page</u>
ABSTRACT	i
ACKNOWLEDGMENTS	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	iv
I. INTRODUCTION	1
A. Background	1
B. Objectives	1
II. SURVEY DESIGN	2
A. Development of the Survey Instrument	2
B. Questionnaire Structure and Content	3
III. DATA	4
A. Sample Size	4
B. Sample Characteristics	5
C. Analysis Groups	5
IV. COMPOSITE VARIABLES	8
A. Factors: Influences on Leaving	8
B. Factors: Influences on Staying	11
V. RESULTS	14
A. Major Reasons to Leave	14
B. Major Reasons to Stay	18
VI. CONCLUSIONS	23
APPENDIX A: USMC Retention Survey Code Book	24
APPENDIX B: Reasons to Leave: Ranked Survey Response Means	49
APPENDIX C: Reasons to Stay: Ranked Survey Response Means	63
REFERENCES	77
DISTRIBUTION LIST	78

LIST OF TABLES

		<u>Page</u>
Table 1	USMC RETENTION SURVEY SAMPLE SIZE	4
Table 2	CHARACTERISTICS OF RESPONDENTS USED IN ANALYSIS	6
Table 3	SAMPLE SIZE FOR ANALYSIS GROUPS	7
Table 4	COMPOSITE DIMENSIONS: Influences on Desire to Leave USMC	8
Table 5	COMPOSITE DIMENSIONS: Influences on Desire to Stay in USMC	12
Table 6	REASONS TO LEAVE USMC RANKED BY SURVEY RESPONSE MEAN	15
Table 7	REASONS TO STAY IN USMC RANKED BY SURVEY RESPONSE MEAN	19

I. INTRODUCTION

A. BACKGROUND

The year 2000 National Defense Authorization Act (White House, 1999) grew out of recognition of the difficulties the armed services are facing as they struggle to keep quality personnel in critical skills. While the Marine Corps has been more successful in its recruiting and retention efforts than the other services, it has been experiencing historically high rates of loss among both officers and enlisted personnel, leading to increased training costs and imbalances among occupational categories. Most importantly, losses of trained marines limit the capabilities of individual units and are a deterrent to readiness.

B. OBJECTIVES

In order to identify the factors that influence marines in their retention decisions, an exit survey and a retention survey were designed at the Naval Postgraduate School. These surveys were developed in conjunction with Headquarters, USMC, so as to take advantage of emerging Internet-based survey technology. This report is a preliminary analysis of the data generated by an initial fielding of the retention survey between June and September, 1999. A companion report, *Preliminary Analysis of 1999 USMC Web-Based Exit Survey* (Hocavar, 2000), describes initial analysis of the USMC Exit Survey.

II. SURVEY DESIGN

A. DEVELOPMENT OF THE SURVEY INSTRUMENT

The Retention Survey questionnaire reflects both the retention and job turnover literature (Hom and Griffeth, 1991; Price and Mueller, 1986; Cotton and Tuttle, 1986; Mobley et al., 1979) and previous surveys designed specifically for military environments (USMC Enlisted Separation Questionnaire; 1992 DoD Survey of Officers and Enlisted Personnel; Jansen and Thomas, 1998). The survey was intended to elicit responses to questions dealing with the broad range of turnover correlates that have been identified in previous studies as well as to capture attitudes toward unique aspects of Marine Corps life. Demographic and military background information from Marine Corps personnel files was merged with the survey data to facilitate analysis.

Fielding the Retention Survey via the World Wide Web proved very challenging. The newly constructed Marines On Line (MOL) web site provided access to marines worldwide and was the logical choice for disseminating the questionnaire. This technology offered the opportunity to personalize aspects of the survey for respondents interactively. For example, a survey-taker could be offered a list of the factors he or she had identified in previous questions as very important reasons for staying in the USMC and then be asked to choose the most important among them. Also, after ascertaining specific personal characteristics, subsequent questions that did not apply to an individual would never appear on the screen, making the survey less tedious and time consuming. However, many technical problems were encountered during the survey fielding that led to lost or incomplete records as well as frustration for some respondents. This method for gathering survey data has tremendous potential, though many technical hurdles remain before its full potential can be realized.

The USMC Retention Survey was originally intended to be completed by all marine corps personnel during the period from April, 1999 to October, 1999. Technical problems involving both software and hardware issues at HQMC and in the field prevented the completion of a census of Marine Corps personnel.

B. QUESTIONNAIRE STRUCTURE AND CONTENT

The Retention Survey questionnaire includes the following components:

- * Demographics and military background,
- * Satisfaction with:
 - Family environment and personal life
 - Pay and benefits
 - Job characteristics
 - Training and equipment
 - Career opportunities
 - Work environment and tempo
 - Leadership
 - Culture and standards,
- * Overall satisfaction,
- * Perceptions of civilian employment opportunities,
- * Intentions/expectations,
- * Factors important to the desire to leave the USMC
 - and ranking of factors most important to leaving,
- * Factors important to the desire to stay in the USMC
 - and ranking of factors most important to staying.

A printed version of the Retention Survey questionnaire appears in Appendix A. The data collected from the brief fielding of the survey provide a rich source of information on marines and their views and plans. The construction of a longitudinal data base from sequential periodic fielding of the survey would provide on-going insights into retention intentions and related motivations as well as opportunities for trend analysis. Such insights would be useful for manpower planners and policymakers.

III. DATA

A. SAMPLE SIZE

The Marine Corps has approximately 172,000 personnel. Four months of data collection yielded 17,324 records, as shown in Table 1. However, technical difficulties connected with accessing and completing the survey resulted in incomplete records for about 18 percent of the original respondents. Further reductions in the data set were made when key fields were missing. In addition, cases for retention analysis in this report were limited to those marines with no more than twelve years of service. Those with more than 12 years of service were considered very likely to stay until retirement. Warrant officers were omitted because there were too few of them to analyze separately. The final sample size is 10,934.

TABLE 1
USMC RETENTION SURVEY
SAMPLE SIZE

WEB SURVEY RESPONSES	Number
Original responses	17,324
Modified for incomplete records due to technical problems	14,183
Modified for other missing information and restricted to : 12 or fewer years of service Non-warrant officers	10,934

B. SAMPLE CHARACTERISTICS

Of the survey respondents, 93 percent are enlisted personnel, as Table 2 indicates. Almost 74 percent of enlisted respondents are serving in their first term. Among the officer respondents, about 91 percent are company grade officers (O1-O3) and the remainder are Field grade officers with the rank of O4. Only about 8 percent of the enlisted sample are women, and an even smaller proportion (6.5 percent) of officer respondents are female. The race/ethnic group distribution indicates enlistees in the sample are 13 percent and 15 percent Black and Hispanic, respectively. Black officers make up almost 7 percent of the officer respondents and Hispanics account for nearly 6 percent. (Hispanics are a mutually exclusive category in these data).

C. ANALYSIS GROUPS

A study of the total sample as a single group would be dominated by the largest subgroup, first term enlisted personnel, therefore, the sample is separated into groupings commonly applied in retention analysis, as shown in Table 3. Officers and enlisted are studied separately because their career paths differ greatly. First term and careerist (second or subsequent term) enlisted are treated as distinct groups because of the self-selection that characterizes those who have reenlisted at least once. Company grade and field grade officers are separated for the same reason. Finally, groups based on term of service are broken down by gender, since previous military retention studies show consistent differences in the determinants of retention for men and women. The resulting sample sizes for some of these groupings are very small. Women field grade officers cannot be analyzed for this reason, and the samples for female company grade officers and male field grade officers are too small for reliable inference in some cases.

While information on career plans was collected as a part of the retention survey, intentions were not used to define analysis groups for this preliminary study, for both conceptual and empirical

TABLE 2
USMC RETENTION SURVEY
CHARACTERISTICS OF RESPONDENTS USED IN ANALYSIS

	Number	Percent
Enlisted/officer status		
enlisted	10,167	93.0
officer	767	7.0
(Total)	(10,934)	(100.0)
Paygrade		
E1-E3	4,565	41.8
E4-E9	5,602	51.2
O1-O3	696	6.4
O4	71	0.6
(Total)	(10,934)	(100.0)
Term of service		
Enlisted		
First term	7,509	73.9
Career	2,658	26.1
(Total)	(10,934)	(100.0)
Officer		
Company grade	696	90.7
Field grade	71	9.3
(Total)	(767)	(100.0)
Gender (number female)		
Enlisted	799	7.9
Officer	50	6.5
Race/ethnic group		
Enlisted		
White + other	7,952	71.3
Black	1,352	13.3
Hispanic	1,563	15.4
(Total)	(10,167)	(100.0)
Officer		
White + other	669	87.2
Black	53	6.9
Hispanic	45	5.9
(Total)	(767)	(100.0)

TABLE 3
USMC RETENTION SURVEY
SAMPLE SIZE FOR ANALYSIS GROUPS

OFFICER/ENLISTED STATUS	TERM OF SERVICE	SAMPLE SIZE	
		MALE	FEMALE
Enlisted	First term	6,846	663
Enlisted	Career (more than 1 term)	2,522	136
Officer	Company grade (O1-O3)	647	49
Officer	Field grade (O4)	70	1

reasons. Because of technical problems encountered in fielding the survey, enlisted responses to direct questions about intention to reenlist were not a part of the final data file. While a proxy could have been constructed from replies to other questionnaire items, the result would not have been comparable to the officer responses. In addition, intentions are not always an accurate predictor of behavior, particularly for those who are several years from a decision point, or who are making predictions about their career situation twenty or thirty years in the future. In order to use information about intentions effectively, the analysis would best be restricted to respondents within a year or less of a continuation decision. Such a limitation would have resulted in very small analysis groups, particularly for officers and enlisted women.

IV. COMPOSITE VARIABLES

A. FACTORS : INFLUENCES ON LEAVING

The focus of this analysis is the series of 75 questionnaire items dealing with the importance of a large number of potential influences contributing to the desire to leave the USMC and another 49 questionnaire items dealing with influences that make respondents want to remain in the Marine Corps. In order to analyze so many highly correlated variables, it was necessary to construct new composites representing distinct dimensions in the data. Factor analysis revealed 26 composite variables composed of 66 of the original set of 75 items. The remaining 9 items were retained as single variables. Table 4 describes the composites and indicates that all have high reliability (measured by Cronbach's alpha) and high item-total correlations.

TABLE 4
USMC RETENTION SURVEY
COMPOSITE DIMENSIONS:
INFLUENCES ON DESIRE TO LEAVE THE USMC

COMPOSITE VARIABLE Items included in composite variable	Alpha	Item-total correlation
PAY	.89	
Current pay		.78
Anticipated future pay		.78
INCENTIVE PAY	.96	
Availability of incentive pay		.92
Amount of incentive pay		.92

TABLE 4, cont'd

COMPOSITE VARIABLE Items included in composite variable	Alpha	Item-total correlation
RETIREMENT AND MEDICAL BENEFITS	.91	
Current retirement benefits		.73
Possible changes to future retirement benefits		.76
Current medical benefits		.79
Possible changes to future medical benefits		.77
OTHER BENEFITS	.91	
Quality of housing		.69
Availability of housing		.77
Quality of family support services		.83
Availability of family support services		.82
Quality of recreational services		.72
LEADERSHIP CHARACTERISTICS	.87	
Communication to Marines about issues affecting them		.80
Immediate seniors' treatment of subordinates		.75
Immediate seniors' technical competence		.77
Immediate seniors' focus on personal advancement versus the good of the unit		.77
Immediate seniors' consideration of input from individual marines		.82
QUALITY OF COMMISSIONED OFFICER LEADERSHIP	.92	
Quality of General Officer leadership		.82
Quality of Field Grade Officer leadership		.87
Quality of Junior Officer leadership		.80
Quality of Warrant Officer leadership		.73
QUALITY OF NONCOMMISSIONED OFFICER LEADERSHIP	.87	
Quality of NCO leadership		.79
Quality of SNCO leadership		.79
CAREER ADVANCEMENT OPPORTUNITIES	.83	
Advancement opportunities		.73
Promotion fairness		.71
Job security		.60
Opportunities for career development (training, education)		.59

TABLE 4, cont'd

COMPOSITE VARIABLE Items included in composite variable	Alpha	Item-total correlation
MOS OPPORTUNITIES	.78	
Desirability of PMOS		.62
Limited career opportunities in PMOS		.64
Limited career opportunities outside PMOS		.54
Interaction with monitors		.54
JOB CHARACTERISTICS	.86	
Current job assignment		.57
Level of responsibility in current job too low		.57
Authority to do my job effectively		.69
Work not challenging enough		.55
Fairness of distribution of workload		.59
Anticipated future job assignments		.50
Marines I work with currently		.50
Feedback on my job performance		.64
Availability of training to do my job effectively		.65
TRAINING	.84	
Opportunities for unit level training		.79
Opportunity for combat training		.74
Quality of training		.65
Optempo (contingencies, deployments, exercises) too low		.51
MOVES	.88	
Impact of frequency of moves on spouse's career*		.86
Impact of duty station location on spouse's career*		.85
Impact of frequency of moves on children's education*		.73
frequency of moves		.54
LOCATION	.70	
Current duty location		.54
Anticipated future duty location		.54
TIME DEMANDS	.69	
Number of hours required by work		.45
Time away from home/family		.45
Optempo too high		.51

TABLE 4, cont'd

COMPOSITE VARIABLE Items included in composite variable	Alpha	Item-total correlation
STANDARDS TOO HIGH	.80	
Personal appearance standards too high		.71
Fitness standards too high		.73
Current job too challenging		.51
STANDARDS TOO LOW	.85	
Personal appearance standards too low		.79
Fitness standards too low		.76
Moral standards too low		.63

B. FACTORS : INFLUENCES ON STAYING

The same approach used to reduce the number of variables representing reasons for leaving was taken to the 49 items dealing with influences that contributed to the desire to stay in the Marine Corps. Factor analysis resulted in the creation of composites from 46 of the original variables. The three items not included in the composite variables were analyzed as single, stand-alone, variables. Table 5 shows these composites. Scales for the composites show high internal consistency reliability, the extent to which the individual items that constitute a composite are correlated with each other, as measured by Cronbach's alpha. Item-total correlations are also high, indicating that individual items are strongly related to the remaining items that make up each composite variable.

TABLE 5
USMC RETENTION SURVEY
COMPOSITE DIMENSIONS:
INFLUENCES ON DESIRE TO STAY IN THE USMC

COMPOSITE VARIABLE Items included in composite variable	Alpha	Item-total correlation
PAY	.89	
Military pay		.80
Amount and availability of incentive pay		.80
RETIREMENT AND MEDICAL BENEFITS	.84	
Retirement benefits		.72
Medical and dental benefits		.72
ADVANCEMENT OPPORTUNITIES	.90	
Advancement opportunities in the USMC		.73
Career opportunities in the USMC		.81
Career management		.80
Security		.66
Opportunities for career development (training, education)		.74
PMOS job assignments		.68
Job assignments outside my PMOS		.56
OTHER BENEFITS	.87	
Recreational services		.75
Family support services		.79
Access to military housing		.74
LEADERSHIP CHARACTERISTICS	.95	
Immediate seniors' treatment of subordinates		.87
Immediate seniors' technical competence		.86
Immediate seniors' focus on good of the unit versus personal advancement		.85
Immediate seniors' consideration of input from individual marines		.86
Communication to marines about issues affecting them		.83

TABLE 5, cont'd

COMPOSITE VARIABLE	Alpha	Item-total correlation
Items included in composite variable		
NONCOMMISSIONED OFFICER LEADERSHIP	.91	
SNCO leadership		.84
NCO leadership		.84
COMMISSIONED OFFICER LEADERSHIP	.94	
General officer leadership		.87
Field Grade officer leadership		.91
Junior officer leadership		.86

V. RESULTS

A. MAJOR REASONS TO LEAVE

Table 6 presents the rankings of the major reasons for leaving the USMC. Respondents evaluated each influence on this scale:

How important are each of the following to your desire to leave the Marine Corps?

4 = very important

3 = important

2 = somewhat important

1 = not important.

The items or composites with the five highest means are presented. When means are not significantly different, all items in a group are included as ties. As an illustration, the ranking for enlisted career men includes seven reasons because the fifth most highly ranked reason, educational benefits, is not significantly different from unit morale or incentive pay, based on their means. It should be noted that the sample sizes for company grade women officers and field grade men officers are too small for the reliable identification of statistically significant differences among the major reasons for staying. Appendix B ranks all 26 reasons for leaving for these groups.

For all large sample size groups, **pay is the dominant reason for leaving**. The mean “importance” for pay is ranked significantly higher than all other influences. Among men and women, pay issues overwhelm all other considerations for both enlisted personnel and officers, whether first term (company grade) or careerist (field grade). Civilian career opportunities represent another aspect of the same concern with pecuniary issues. The perception of what one’s remuneration would be in an alternative job is often identified as an important correlate of job turnover in the retention literature. Even when this perception is faulty, its influence is of great

TABLE 6
USMC RETENTION SURVEY
REASONS TO LEAVE THE USMC
RANKED BY SURVEY RESPONSE MEAN

Grouping	Reason for leaving	Mean
----------	--------------------	------

(NOTE: Means with the same grouping letter are not significantly different.)

Enlisted first term men (N=6,846)

A	Pay	3.52
B	Personal freedom	3.33
C	Civilian career opportunities	3.27
D	Education benefits	3.19
D	Incentive pay	3.18

Enlisted career men (N=2,522)

A	Pay	3.51
B	Retirement and medical benefits	3.36
C	Advancement opportunities	3.21
C	Civilian career opportunities	3.17
D	Education benefits	3.12
D	Unit morale	3.12
D	Incentive pay	3.10

Enlisted first term women (N=663)

A	Pay	3.54
B	Personal freedom	3.40
B	Education benefits	3.33
C	Unit morale	3.27
C	Civilian career opportunities	3.25

Enlisted career women (N=136)

A	Pay	3.56
B	Retirement and medical benefits	3.38
B	Education benefits	3.38
B	Advancement opportunities	3.35
B	Unit morale	3.32
B	Civilian career opportunities	3.27
B	Noncommissioned officers	3.21
B	Personal freedom	3.20

Table 6, cont'd

Grouping	Reason for leaving	Mean
(NOTE: Means with the same grouping letter are not significantly different.)		
Junior officer men (N=647)		
A	Pay	3.10
B	Civilian career opportunities	3.01
B	Retirement and medical benefits	3.01
B	Time demands	2.96
B	Equipment availability	2.95
B	Unit morale	2.92
Field grade officer men (N=70)		
A	Retirement and medical benefits	3.20
A	Equipment	3.05
A	Unit morale	3.04
A	Zero defects	3.02
A	Time demands	2.98
A	Pay	2.94
A	Interference with training	2.91
Junior officer women (N=49)		
A	Unit morale	3.06
A	Interference with training	3.00
A	Pay	2.93
A	Leadership characteristics	2.85
A	Commissioned officer leadership	2.82
A	Noncommissioned officer leadership	2.78
A	Retirement and medical benefits	2.75
A	Civilian job opportunities	2.73
A	Personal freedom	2.73
A	Zero defects	2.71
A	Education benefits	2.71
A	Job characteristics	2.70

NOTES:

This table includes rankings for the first 5 significantly different reasons OR all reasons included in highest rank group(or groups) if highest ranks are tied.

Appendix B ranks means for all 26 reasons for leaving.

importance in the decision to stay or leave. The civilian career opportunities composite is among the five major reasons for leaving for **all** of the groupings in Table 6.

Other monetary benefits are also ranked highly. All enlisted groups include educational benefits among the major reasons for leaving. Whether these enlisted personnel find their educational benefits inadequate or, on the contrary, consider leaving the USMC in order to use their education benefits is a question for further study. Incentive pay is a major reason for leaving among enlisted men, regardless of term of service. These groups are the most likely to receive incentive pay. For enlisted careerists, male and female, and male field grade officers, retirement and medical benefits rank highly as reasons for leaving. These older marines, more likely to have family obligations, place great importance on this composite which includes both current medical and retirement benefits and anticipated changes in these benefits in the future. Advancement opportunities in the USMC are also important reasons for leaving for enlisted careerists, both men and women, indicating that they may see their long term prospects as being brighter in the civilian sector.

Unit morale is ranked highly as a reason for leaving among male enlisted careerists, all enlisted women, and company grade male officers. The concept of unit morale is multifaceted, reflecting esprit de corps and a sense of unit purpose, as well as confidence in and loyalty to the unit. Further study should be undertaken to evaluate the determinants of individual perceptions of unit morale, particularly the role of leadership at all levels. Unit morale may be perceived very differently by men and women marines, with women focusing more strongly on their acceptance by the unit. Noncommissioned officer leadership appears as a major reason for leaving for enlisted career women. For these enlisted female careerists this factor also may reflect perceived acceptance by unit noncommissioned officer leadership.

Two reasons for leaving, time demands and equipment availability, are highly ranked by company grade male officers. The time demands composite, reflecting time away from home/family, hours worked, and optempo too high, is a logical choice for these young officers with demanding assignments and, often, families with young children. The unavailability of equipment may be an important reason for leaving for company grade male officers because they are likely to be held accountable for tasks that cannot be completed due to this problem. An in-depth look at equipment availability as a reason for leaving could be undertaken with data from other sections of the Retention Survey, focusing on types of equipment and the respondent's occupation and unit type.

Personal freedom as a reason for leaving is ranked highly by first term enlisted men and women. This is a common result in studies of new entrants to military service. Those who reenlist have usually adjusted to the special demands of military life and discipline. As anticipated, career enlisted men do not rank personal freedom highly as a reason for leaving.

B. MAJOR REASONS TO STAY

Table 7 presents rankings for the major reasons for staying in the USMC in the same manner as Table 6. Respondents evaluated each influence on this scale:

How important was each of the following to your desire to stay in the Marine Corps?

4 = very important

3 = important

2 = somewhat important

1 = not important

Appendix C ranks all 14 of the component variables and single items for reasons to stay.

USMC pride/values (a composite that includes pride in being a marine, opportunity to serve country, and participation in mission of the USMC) appears as a major influence on staying in the Marine Corps for all groups and is ranked significantly above all other reasons by company grade male officers. Similarly, friends (friendships and acquaintances in the Marine Corps) is included

TABLE 7
USMC RETENTION SURVEY
REASONS TO STAY IN THE USMC
RANKED BY SURVEY RESPONSE MEAN

Grouping	Reason for staying	Mean
(NOTE: Means with the same grouping letter are not significantly different.)		
Enlisted first term men (N=6,846)		
A	Pay	3.04
B	Medical and retirement benefits	2.99
C	USMC pride/values	2.97
C	Friends	2.95
D	Advancement opportunities	2.92
Enlisted career men (N=2,522)		
A	Medical and retirement benefits	3.27
A	USMC pride/values	3.26
B	Pay	3.23
C	Advancement opportunities	3.16
D	Noncommissioned officers	3.07
D	Job characteristics	3.06
D	Leadership characteristics	3.05
Enlisted first term women (N=663)		
A	Pay	3.07
B	Friends	2.99
B	Retirement and medical benefits	2.99
B	Advancement opportunities	2.97
B	USMC pride/values	2.95
Enlisted career women (N=136)		
A	Pay	3.26
A	Advancement opportunities	3.26
A	Job characteristics	3.23
A	Retirement and medical benefits	3.19
A	USMC pride/values	3.15
A	Leadership characteristics	3.14
A	Noncommissioned officers	3.13
A	Opportunities for minorities	3.02
A	Friends	2.98

Table 7, cont'd

Grouping	Reason for staying	Mean
(NOTE: Means with the same grouping letter are not significantly different.)		
Junior officer men (N=647)		
A	USMC pride/values	3.33
B	Job characteristics	3.10
B	Friends	3.09
C	Advancement opportunities	2.90
D	Leadership characteristics	2.81
D	USMC standards	2.81
D	Noncommissioned officers	2.81
D	Travel/adventure	2.79
D	Retirement and medical benefits	2.75
D	Pay	2.73
Field grade officer men (N=70)		
A	USMC pride/values	3.29
A	Job characteristics	3.18
B	Friends	3.00
C	Leadership characteristics	2.95
C	Advancement opportunities	2.92
C	Retirement and medical benefits	2.88
C	Commissioned officers	2.85
C	Noncommissioned officers	2.83
C	Travel/adventure	2.78
Junior officer women (N=49)		
A	USMC pride/values	3.30
B	Job characteristics	3.00
B	Friends	2.87
B	Noncommissioned officers	2.84
B	Commissioned officers	2.76
B	Leadership characteristics	2.75
B	Advancement opportunities	2.68

NOTES:

This table includes rankings for the first 5 significantly different reasons OR all reasons included in highest rank group(or groups) if highest ranks are tied.

Appendix C ranks means for all 14 reasons for staying.

among the major reasons to stay for all groups except career enlisted men. The role of comradeship and the high value placed by individual marines on the USMC as an institution indicate that the emphasis placed on patriotism, facing difficult challenges, and esprit de corps in Marine Corps recruiting and training is a successful retention strategy.

Pecuniary benefits are also highly ranked as reasons for staying, with pay, medical and retirement benefits and advancement opportunities included among the major influences for all large-sample groups. For enlisted first termers, both men and women, the mean for pay is significantly greater than that for any other influence. The role of pay and other benefits as both reasons to stay and reasons to leave seems paradoxical. An explanation may be that pay and benefits perception have a distinct bi-modal distribution. For some marines, monetary benefits in the military may be better than what they believe is available in the civilian sector – but for other marines, monetary benefits are worse than what they believe is available in the civilian sector. In addition, pay may serve as a proxy for the security of employment when marines are queried about reasons to stay. Further analysis utilizing data from the section of the Retention Survey that deals with satisfaction with pay and benefits could yield insight into this paradox.

Career enlisted men show a high regard for both noncommissioned officer leadership, leadership characteristics, and job characteristics as influences to stay, as do company grade male officers. Enlisted career women do not show any significant differences in mean ranking of factors influencing the desire to stay among the nine highest ranking reasons.

Company grade male officers, the only officer group with a sample size larger than 100 respondents (n=647), rank USMC pride, job characteristics and friends at the top of their major influences for staying, which also include USMC standards, leadership characteristics, and noncommissioned officers. The other two officer groups, though represented by small samples,

show the same clustering of USMC pride/values, job characteristics, and friends. While pay and advancement opportunities appear as major influences for company grade male officers, they rank significantly lower than the reasons reflecting esprit de corps and comraderie.

VI. CONCLUSIONS

The USMC Retention Survey is a very rich source of data that has the potential to yield important additional insights into the attitudes and intentions of Marine Corps personnel. Occupation, geographic location, race/ethnic group membership, deployment status, family status and other characteristics of the survey respondents should be investigated to evaluate their influence on opinions about many facets of Marine Corps life and on career intentions.

This preliminary analysis of data from the 1999 USMC Retention Survey provides insights into the factors that influence Marine Corps enlisted personnel and officers in their decisions about retention. The role of pay and civilian career opportunities is dominant at all paygrade levels as an influence to leave. The ranking of other influences to leave varies with officer/enlisted status, term of service, and gender. Military pay relative to civilian opportunities may have fallen so low that other positive attributes of Marine Corps life cannot compensate for this reduction. USMC pride and values overwhelm other factors as reasons for staying in the Marine Corps for officers and are very important to career enlisted marines.

APPENDIX A
USMC Retention Survey
CODEBOOK

RESPONSE FORMATS

Satisfaction Response Format:

4. Very satisfied
3. Somewhat satisfied
2. Somewhat dissatisfied
1. Very dissatisfied

Agree Response Format:

4. Strongly agree
3. Somewhat agree
2. Somewhat disagree
1. Strongly disagree

Frequency Response Format:

5. Never
4. Seldom
3. Some of the time
2. Most of the time
1. All of the time

Quality Response Format:

5. Excellent
4. Very good
3. Good
2. Poor
1. Very poor

Probability Response Format:

1. 0% (no chance)
2. 10% (very slight possibility)
3. 20% (slight possibility)
4. 30% (some possibility)
5. 40% (fair possibility)
6. 50% (fairly good possibility)
7. 60% (good possibility)
8. 70% (probable)
9. 80% (very probable)
10. 90% (almost sure)
11. 100% (certain)

USMC RETENTION CENSUS

This survey will take approximately 30 minutes. The information in this census will remain confidential. It will not be used to identify individuals. The results will be used only to report trends. Your sincere responses are needed to help improve decisions affecting Marine Corps Personnel.

VARIABLE NAME (NPS)

USMC name

DEMOGRAPHICS

DUNITTYP

unitype

What is the type of unit you are currently assigned to?

- | | |
|---|---|
| 1. Base/station | 12. Wing/Group Squadron |
| 2. Division/Regiment/Battalion | 13. Reserve support |
| 3. Drill instructor/Sgt. Instructor OCS | 14. FSSG/Battalion/Company |
| 4. Embassy | 15. Ship's company |
| 5. MSG | 16. SRIG |
| 6. HQMC/MCCDC | 17. MEU Staff |
| 7. Instructor (MOS) | 18. Training support |
| 8. Joint duty | 19. Long term schools/
Training (greater than
6 months) |
| 9. Marine Barracks/MCSF | |
| 10. Marine support battalion | 20. Other-not listed |
| 11. Recruiting duty | |

DDEPLOY

deploystat

What is your current deployment status?

1. I'm currently deployed
2. I'm not currently deployed, but have deployed in the last 12 months
3. Neither of the above

DRENLS (Enlisted only)

reenl_advstat

How many times have you reenlisted in the Marine Corps?

Please do not include extensions

1. I have never reenlisted
2. I have reenlisted once
3. I have reenlisted twice
4. I have reenlisted three or more times

NOTE: Combined in original datafile with **DPRMO** as single field , **reenl_advstat** (see next entry). This question does **not** appear for officers (coded as missing).

All enlisted E5 and above and some enlisted E1-E4 are missing due to technical problems (also coded as missing). Data may not be reliable for some groups.

DPRMO (E5 and above only)

reenl_advstat

To the best of your knowledge, what is your current promotion/advancement status?

1. I'm not yet in zone
2. I'll be in primary zone for the next promotion board
3. I've been selected for promotion
4. I've been passed over once for promotion
5. I've been passed over two or more times for promotion

NOTE: This question does **not** appear for enlisted personnel E1-E4 (coded as missing). Some E5 and above enlisted personnel are missing due to technical problems (also coded as missing). Data may not be reliable for some groups

DEDUC

educ

What is your highest level of education?

1. Less than high school degree
2. HS equivalency (e.g., GED, certificate of completion)
3. High school diploma
4. Less than one year of college
5. One or more years college, no degree
6. Associate's degree
7. Bachelor's degree
8. Master's degree
9. Doctoral or professional degree

DMARITAL

marital

What is your current marital status?

1. Single and never married
2. Single and divorced
3. Legally separated
4. Married (first marriage)
5. Married (previously divorced or widowed)
6. Widowed

DDEPNS

depns

How many dependent children do you have? (Highlight your selection).

0. 0
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7
8. 8
9. 9 or more

DSCHOOL1 - DSCHOOL8 (DDEPNS>0 only)

school

My child(ren) attend the following type(s) of schools: (check all that apply)

1. I have no children of school age
2. Civilian (public school)
3. Private or parochial school
4. DoD school (overseas DoD-operated school)
5. DoDDDES school (continental U.S. DoD-operated school)
6. Home school
7. College
8. Trade school

NOTE: Multiple entries are separated by commas in original data file. Eight variables, each taking on values of zero or one, were constructed to correspond with the response

choices, above. This question does not appear if respondent has no children (coded as missing).

DMILHOU

milhousing

Do you live in military housing?

1. Yes
2. No

DRACE1-DRACE6

race

What is your race/ethnicity? (You may select more than one if you have a combined racial/ethnic heritage).

1. White/Caucasian
2. Black/African American
3. Asian or Pacific Islander (Filipino, Guamanian, etc.)
4. Hispanic/Latino/Spanish descent
5. Native American, including American Indian, Aleut, Inuit, and Eskimo
6. Other race/ethnic group

NOTE: Multiple entries are separated by commas in original data file. Six variables, each taking on values of zero or one were constructed to correspond with the response choices above.

DRACER

Because respondents could select multiple race/ethnicity designations, race/ethnicity information from **DRACE1-DRACE6** was recoded to yield mutually exclusive categories based on this hierarchy: first, all those identifying themselves as Hispanic were assigned a value of 4. Remaining respondents who selected Black were assigned a value of 2; remaining respondents who selected Asian/Pacific Islander were assigned a value of 3; remaining respondents who selected White were assigned a value of 1; finally, all remaining respondents were assigned a value of 5.

1. White/Caucasian
2. Black/African American
3. Asian or Pacific Islander
4. Hispanic/Latino/Spanish descent (may be of any race)
5. Other (includes Native American and Other race/ethnic group)

DRELIG

religion

What is your religious preference?

1. No religious preference
2. Catholic
3. Protestant (Baptist, Methodist, Lutheran, etc.)
4. Mormon
5. Jewish
6. Orthodox Christian (Greek, Russian, etc.)
7. Muslim
8. Buddhist
9. Hindu
10. Atheist

11. Agnostic
12. Some other religion

DSPJOB1-DSPJOB7 (DMARITAL=4 or 5 only)

spousjob

(Mark all that apply)

What is your spouse's employment situation?

1. My spouse works full time in a civilian job
2. My spouse works part time in a civilian job
3. My spouse is unemployed, but actively seeking employment
4. My spouse works in the home (homemaker)
5. My spouse works at home (self-employed)
6. My spouse is a student
7. My spouse is active duty military

NOTE: Multiple entries are separated by commas in original data file. Seven variables, each taking on a value of zero or one, were constructed to correspond with the response choices above. This question does **not** appear if respondent is unmarried (coded as missing).

DSPJOBR

Because respondents could select multiple employment categories, spouse's employment situation from **DSPJOB1-DSPJOB7** was recoded to yield mutually exclusive categories based on this hierarchy: first, all those identifying their spouse as working full time in a civilian job were assigned a value of 1; remaining respondents whose spouse was active duty military were assigned a value of 7; remaining respondents who selected part time employment were assigned a value of 2; remaining respondents who selected unemployed were assigned a value of 3; remaining respondents who selected student were assigned a value of 6; remaining respondents who selected homemaker were assigned a value of 4; finally, all remaining respondents were assigned a value of 5. The coding for these mutually exclusive categories corresponds to the response choices for **DSPJOB1-DSPJOB7**, above.

FAMILY ENVIRONMENT AND PERSONAL LIFE

FSPRLOC (DMARITAL=4 or 5 only)

spoucareer

To what extent have your spouse's career opportunities been limited by frequency of relocation?

1. Not at all
2. Somewhat
3. A great deal

NOTE: This question does **not** appear if respondent is unmarried (coded as missing).

FSPDLOC (DMARITAL=4 or 5 only)

spouloca

To what extent have your spouse's career opportunities been limited by duty location?

1. Not at all
2. Somewhat
3. A great deal

NOTE: This question does not appear if respondent is unmarried (coded as missing).

FSCHLSAT (DDEPNS>0 only)

schoolsat

How satisfied are you with the school system(s) your children use?

[Satisfaction response format with additional response

category, n/a, does not apply]

NOTE: This question does not appear if respondent has no children (coded as missing). Response category n/a is coded as -9.

FDYCARAV (DDEPNS>0 only)

daycare

How satisfied are you with the availability of daycare in your area?

[Satisfaction response format with additional response

category, n/a, does not apply]

NOTE: This question does not appear if respondent has no children (coded as missing). Response category n/a is coded as -9.

FDYCARQU (DDEPNS>0 only)

daycaresat

How satisfied are you with the quality of the day care you use?

[Satisfaction response format with additional response

category, n/a, does not apply]

NOTE: This question does not appear if respondent has no children (coded as missing). Response category n/a is coded as -9.

FDYCARCO (DDEPNS>0 only)

daycarecost

How satisfied are you with the cost of daycare in your area?

[Satisfaction response format with additional response

category, n/a, does not apply]

NOTE: This question does not appear if respondent has no children (coded as missing). Response category n/a is coded as -9.

FDENTAL (DMARITAL=4 or 5 and DSPJOB ≠6; or DDEPNS>0)

dentaldepsat

How satisfied are you with the dependent dental insurance program?

[Satisfaction response format]

NOTE: This question does not appear if respondent has neither spouse nor children (coded as missing).

FMEDAV (DMARITAL=4 or 5 and DSPJOB ≠6; or DDEPNS>0)

medfamavail

How satisfied are you with the availability of FAMILY medical care?

[Satisfaction response format]

NOTE: This question does not appear if respondent has neither spouse nor children (coded as missing).

FMEDQU (DMARITAL=4 or 5 and DSPJOB ≠6; or DDEPNS>0)

medfamqual

How satisfied are you with the quality of FAMILY medical care?

[Satisfaction response format]

NOTE: This question does not appear if respondent has neither spouse nor children (coded as missing).

FOTRSAT

qtrssat

How satisfied are you with your current housing?
[Satisfaction response format]

FOTRAV

qtrsgov

How satisfied are you with the AVAILABILITY of government quarters?
[Satisfaction response format]

FQTRSAF

qtrssafe

How satisfied are you with the safety and security of your
housing neighborhood?
[Satisfaction response format]

FAMTIME (DMARITAL=4 or 5 or DDEPNS>0)

famtime

How satisfied are you with your balance of work and family time?
[Satisfaction response format]
NOTE: This question does **not** appear if respondent has neither spouse
nor children (coded as missing).

FOBEN (DMARITAL=4 or 5 or DDEPNS>0)

ofambensat

Overall, how satisfied are you with the benefits and programs for
families provided by the Marine Corps?
[Satisfaction response format]
NOTE: This question does **not** appear if respondent has neither spouse
nor children (coded as missing).

PAY & BENEFITS

BDENTAL

dentalsat

How satisfied are you with YOUR dental care?
[Satisfaction response format]

BMEDAV

medavail

How satisfied are you with the availability of YOUR medical care?
[Satisfaction response format]

BMEDQ

medqual

How satisfied are you with the quality of YOUR medical care?
[Satisfaction response format]

BBAH

bah

How satisfied are you with the amount you receive for your Basic
Housing Allowance? (BAH, which used to be known as VHA and

BAQ, is designed to pay 80% of your housing costs)
[Satisfaction response format]

BBASPAY

basepaysat

How satisfied are you with the amount of your base pay?
[Satisfaction response format]

BSLPAYAV

spclpayavail

How satisfied are you with the availability of special pays,
such as bonuses or special duty assignment pay?
[Satisfaction response format]

BSPAYAM

spclpaysat

How satisfied are you with the amount of special pays,
such as bonuses or special duty assignment pay?
[Satisfaction response format with additional response category, -9,
not applicable]

BPCS

pcssat

How satisfied are you with the amount of reimbursement for PCS moves?
[Satisfaction response format]

BRENTBO (Enlisted only)

reelistbonus

How satisfied are you with the amount available for re-enlistment bonuses?
[Satisfaction response format with an additional response category, -9,
not applicable]
NOTE: This question does not appear if respondent is an officer (coded
as missing).

BTOTPAY

milcompsat

How satisfied are you with your total military compensation?
[Satisfaction response format]

BMWR

benmwr

How satisfied are you with MWR benefits?
[Satisfaction response format]

BEDUC

benedu

How satisfied are you with your educational benefits?
[Satisfaction response format]

BRETC

benretire

How satisfied are you with retirement benefits
as outlined under current law?
[Satisfaction response format]

BTREND**benefitsa**

Generally, my observation is that benefits are...

1. Greatly improving
2. Improving
3. Staying the same
4. Slowly eroding
5. Being severely cut

BOBEN**obensat**

Overall, how satisfied are you with YOUR benefits?
[Satisfaction response format]

BOPAY**opaysat**

Overall, how satisfied are you with YOUR pay?
[Satisfaction response format]

JOB-RELATED QUESTIONS**JCURR****jobsat**

How satisfied are you with your current job assignment?
[Satisfaction response format]

JPMOS**pmossat**

How satisfied are you with the extent to which you are assigned to
jobs within your primary MOS?
[Satisfaction response format]

JCHAL**chaljobsat**

How satisfied are you with the level of challenge in your current job?
[Satisfaction response format]

JHOURS**workhrsat**

How satisfied are you with the number of hours you are required to work?
[Satisfaction response format]

JAUTH**authorsat**

How satisfied are you with the authority you are given to do your job?
[Satisfaction response format]

JRESP**responsat**

How satisfied are you with the level of responsibility in your current job?
[Satisfaction response format]

JEXPECTE (Enlisted only)

expect

Are you doing the things you expected to be doing when you
ORIGINALLY joined the Marine Corps?

Enlisted

0. No

1. Yes

2. I had no expectations regarding my job as a Marine.

NOTE: Response codes differ for officer and enlisted personnel. Responses for
officers are coded as missing.

JEXPECTO (Officers only)

expect

Are you doing the things you expected to be doing when you
ORIGINALLY joined the Marine Corps?

Officers

0. Yes

1. No

2. I had no expectations regarding my job as a Marine.

NOTE: Response codes differ for officer and enlisted personnel. Responses for
enlisted are coded as missing.

JCNTRIB

helpgoals

I feel my contributions help my unit accomplish its mission
[Agree response format]

JUSTAFF

understf

How often have you had to "pick up the load" due to the
unit being understaffed?
[Frequency response format]

JWKFAIR

workfair

How often have you had to "pick up the load" because
seniors in the chain of command don't assign work fairly?
[Frequency response format]

JOJOB

ojobsat

Overall, how satisfied are you with your current military
job and working conditions?
[Satisfaction response format]

TRAINING and EQUIPMENT

TREADY

trainready

I have received the training needed to make my contribution to unit readiness.
[Agree response format]

TNEW**trainnew**

Recruit/initial training is fully adequate.
[Agree response format]

TMOS**trainmos**

MOS training is fully adequate.
[Agree response format]

TOJT**trainojt**

On-the-job-training is fully adequate.
[Agree response format]

TPME**trainpme**

Professional Military Education is fully adequate.
[Agree response format]

TEXER**trainexercise**

Effective training occurs during exercises.
[Agree response format]

TCMBT**traincmbt**

Combat skills training is fully adequate.
[Agree response format]

TUNIT**trainunit**

Unit-level training (not combat skills) is fully adequate.
[Agree response format]

TEOPP**equipwarper**

My unit has the necessary personal equipment
(782 gear, personal weapons, special clothing, etc.) to
accomplish our mission.
[Agree response format]

TEQPU**equipwarunit**

My unit has the necessary unit equipment (crew
served weapons, comm gear, vehicles, aircraft, computers,
etc.) to accomplish our mission.
[Agree response format]

TEQPNEE**equipnee**

(You are not required to answer this question).
What equipment do you need? Please list representative items below.

NOTE: If no response, -9. Code is character.

TOTRAIN

otrainstat

Overall, how satisfied are you with your Marine Corps training?
[Satisfaction response format]

TOEQP

oequipsat

Overall, how satisfied are you with your Marine Corps equipment?
[Satisfaction response format]

CAREER

CASIGN

assignsat

How satisfied are you with your ability to have some influence
over your assignments in the Marine Corps?
[Satisfaction response format]

CSECUR

jobsecsat

How satisfied are you with your job security in the Marine Corps?
[Satisfaction response format]

CADVOP

advoppsat

How satisfied are you with your opportunities for promotion
and advancement in the Marine Corps?
[Satisfaction response format]

CDEV

careerdevsat

How satisfied are you with your opportunities for career
development (training, education) in the Marine Corps?
[Satisfaction response format]

CSPSUP (DMARITAL=4 or 5 only)

jobsatsp

My spouse encourages me to continue my career
in the Marine Corps .
[Agree response format]
NOTE: This question does **not** appear if respondent is unmarried
(coded as missing).

IAGAIN

maragain

If I had to do it over, I'd again choose to be a United States Marine.
[Agree response format]
NOTE: Some responses are missing due to technical problems.
Data may not be reliable for some groups.

IRECOM

marrec

I'd recommend joining the Marine corps to a friend or relative.
[Agree response format]
NOTE: Some responses are missing due to technical problems.

Data may not be reliable for some groups.

CPROMO

promotfair

Promotions in the Marine Corps are based on effective performance, competence, and published Marine Corps standards (e.g., PME, height/weight)

[Agree response format]

NOTE: Some responses are missing due to technical problems.

Data may not be reliable for some groups.

CPROMOP

promopr

What do you think your chances are of being promoted to the next higher grade? (If you are planning to leave active duty Marine Corps service, please answer as though you were staying.)

[Probability response format]

NOTE: Some responses are missing due to technical problems.

Data may not be reliable for some groups.

COCREER

occareersat

Overall, how satisfied are you with career opportunities in the Marine Corps?

[Satisfaction response format]

READINESS, WORK ENVIRONMENT, MORALE, TEMPO

CTMPO

optempo

For me personally, the operations tempo (i.e., number of deployments, exercises, contingencies) is...

5. Much too high
4. A little too high
3. About right
2. A little too low
1. Much too low

FAWAY

timeaway

How much accumulated time have your Marine Corps duties required you to be away from home during the past year?

Include all field time, other training, FMF duty and TAD that required you to be away from your barracks or home for periods of more than 24 hours.

1. None at all
2. 1 week - 3 months
3. 4 - 6 months
4. 7 - 9 months
5. 9 - 12 months

SOWNUP

mistakresp

In my unit, when mistakes occur, those involved take responsibility.

1. Never
2. Seldom
3. Some of the time
4. Most of the time
5. All of the time

SZERO

zerodefcmd

How often have you felt that a "zero-defect" standard (i.e., any mistake, however minor, could jeopardize your career) was applied to you or others in your unit during the last year?

1. Never
2. Seldom
3. Some of the time
4. Most of the time
5. All of the time

SRACE

cmdreset

How satisfied are you with your command's response to instances of racial/ethnic discrimination?

[Satisfaction response format with additional response category, -9, not applicable, no discrimination observed or experienced]

SGENDER

cmdresgndr

How satisfied are you with your command's response to instances of gender discrimination or sexual harassment?

[Satisfaction response format with additional response category, -9, not applicable, no discrimination observed or experienced]

SRELIG

cmdresrel

How satisfied are you with your command's response to instances of religious discrimination?

[Satisfaction response format with additional response category, -9, not applicable, no discrimination observed or experienced]

SMORAL

unitmotiv

The morale in my unit is...

5. Very high
4. High
3. Moderate
2. Low
1. Very low

SREADY

unitready

My unit's level of readiness can best be described as:

[Quality response format]

SREADYT**unitreadytrend**

My unit's level of readiness is

1. decreasing
2. staying the same
3. increasing

SPUBLIC**publicsup**

Most Americans support the USMC.

[Agree response format]

LEADERSHIP

How would you rate the quality of leadership of the following:

<u>LGEOF</u>	General officers
<u>LFLDOF</u>	Field grade officers
<u>LJROF</u>	Junior officers
<u>LWAROF</u>	Warrant officers
<u>LSNCO</u>	Senior noncommissioned officers
<u>LNCO</u>	Noncommissioned officers

[Quality response format]

leadgen
leadfield
leadjr
leadwar
leadsnco
leadnco

LGOALS**commgoals**

My immediate seniors clearly communicate goals and plans for what this unit will achieve under their command.

[Agree response format]

LINPUT**lisenrec**

My immediate seniors listen to and consider my input.

[Agree response format]

LLEARN**learn**

My immediate seniors develop, encourage, and facilitate learning.

[Agree response format]

LSUBOR**respect**

My immediate seniors show respect for subordinates.

[Agree response format]

LCOMM**inform**

My immediate seniors keep people informed about issues affecting them.

[Agree response format]

LRECOG**perform**

My immediate seniors recognize and reward good performance.

[Agree response format]

LFAIR**fair**

My immediate seniors enforce performance standards fairly.
[Agree response format]

LXTRNG**interfere**

My immediate seniors try to see that outside demands
do not interfere with our scheduled training.
[Agree response format]

LINNOV**innovate**

My immediate seniors encourage innovation.
[Agree response format]

LTECH**tech**

My immediate seniors have the technical knowledge and
military skills needed to be successful in this command.
[Agree response format]

LFOCUS**unitgood**

My immediate seniors put the good of the unit above personal ambition.
[Agree response format]

LEXPECT**expectperf**

My immediate seniors clearly explain what is expected in my performance.
[Agree response format]

LRESOU**resource**

My immediate seniors try to see that we have the resources to do our jobs.
[Agree response format]

LSUPP**support**

My immediate seniors support my career development.
[Agree response format]

LCOHER**cohere**

My immediate seniors encourage unit cohesiveness.
[Agree response format]

LMLEAD**takelead**

My immediate seniors encourage me to take on leadership
responsibilities.
[Agree response format]

LREADY**ready**

My immediate seniors keep us focused on unit readiness.
[Agree response format]

LMODEL**leadbehav**

My immediate seniors demonstrate, through personal example, high standards of behavior and ethics.
[Agree response format]

LOPENU**opencandidunit**

My immediate seniors encourage open and candid discussion about unit problems.
[Agree response format]

LOPENP**opencandidper**

My immediate seniors encourage open and candid discussion about personal problems.
[Agree response format]

LFDBK**feedbacsat**

My immediate seniors give clear and timely feedback on my individual performance.
[Agree response format]

LREWRD**bestreward**

Rewards and recognition are given to those who deserve them in my unit.
[Agree response format]

LOLEAD**oleadersat**

Overall, how satisfied are you with Marine Corps leadership?
[Satisfaction response format]

CIVILIAN EMPLOYMENT OPPORTUNITIES**ESRCH****jobsearch**

Have you actively looked for civilian employment in the past 12 months?
1. Yes
0. No

EOFFER**joboffer**

In the past 12 months, have you received any civilian job offers?
1. Yes
0. No

ESKILLS

jobskills

I have gained skills in the Marine Corps that are highly marketable for civilian employment.
[Agree response format]

EPROB

probgoodjob

If you were to leave the service now, how likely would you be to find a good civilian job?

0. 0% (no chance)
1. 10% (very slight possibility)
2. 20% (slight possibility)
3. 30% (some possibility)
4. 40% (fair possibility)
5. 50% (fairly good possibility)
6. 60% (good possibility)
7. 70% (probable)
8. 80% (very probable)
9. 90% (almost sure)
10. 100% (certain)

INTENTIONS/EXPECTATIONS

(ICREERE) (Enlisted only) <<This question was asked of enlisted, but does not appear in the NPS data set because of technical problems.>>

careerintentenl

Which of the following statements best describes your career intentions at this time?

1. I intend to stay on active duty until retirement eligible
2. I intend to stay on active duty beyond retirement eligibility
3. I intend to stay on active duty, but not until retirement
4. I'm not sure what I intend to do.
5. I intend to leave the Marine Corps at my EAS.
6. I'd like to stay on active duty but I'm not able to renew my contract at my EAS/ECC
7. I'm being involuntarily separated before reaching my EAS.
8. I'm voluntarily leaving before my EAS (early release for education, hardship discharge, etc.)

NOTE: This item cannot be used for analysis.

ICREERO (Officers only)

careerintentofc

Which of the following statements best describes your career intentions at this time?

1. I intend to stay on active duty until retirement eligible
2. I intend to stay on active duty beyond retirement eligibility
3. I intend to stay on active duty, but not until retirement
4. I'm not sure what I intend to do.
5. I intend to leave the Marine Corps voluntarily at the end of my current obligation.
6. I'd like to stay on active duty but I'm not able to augment.
7. I'm being involuntarily separated
8. I'm voluntarily leaving before my EAS or end of current

obligation (early release for education, hardship discharge, etc.)
NOTE: This question does **not** appear if respondent is enlisted (coded as missing).

(IRENLST) (Enlisted only) <<This question was asked of enlisted, but does not appear in the NPS data set due to technical problems.>>

reenlistenl

How likely are you to re-enlist at the end of your current term of service?
00. Does not apply, I plan to retire
? Does not apply, I plan to leave active duty service
 [Probability response format with additional response categories, above]
NOTE: This item cannot be used for analysis.

IAUGMNT (Officers only)

augment

How likely are you to apply for augmentation in the regular Marine Corps?
 [Probability response format with additional response category, -9, does not apply, I am already a regular officer]
NOTE: This question does **not** appear if respondent is enlisted (coded as missing).

IYEARS

intentyrs

When you finally leave the Marine Corps, how many years do you expect to have served on active duty?

- | | | |
|--------|--------|----------------|
| 1. 1 | 11. 11 | 21. 21 |
| 2. 2 | 12. 12 | 22. 22 |
| 3. 3 | 13. 13 | 23. 23 |
| 4. 4 | 14. 14 | 24. 24 |
| 5. 5 | 15. 15 | 25. 25 |
| 6. 6 | 16. 16 | 26. 26 |
| 7. 7 | 17. 17 | 27. 27 |
| 8. 8 | 18. 18 | 28. 28 |
| 9. 9 | 19. 19 | 20. 29 |
| 10. 10 | 20. 20 | 30. 30 or more |

IINVOL

involvep

How likely are you to be involuntarily separated before you desire to leave the Marine Corps?
 [Probability response format]

IOBLIG (Officers only)

curroblig

How many months do you have left in your current obligation?
1. 0, indef. I have no current obligation
2. 1 - 6
3. 6 - 12
4. 12 - 24
5. 24+

NOTE: This question does **not** appear if respondent is enlisted (coded as missing).

(ICURENL) (Enlisted only) <<This question was asked of enlisted but does not appear in the NPS data set due to technical problems.>>

curroblig

How many months do you have left in your current contract or extension?

_____ months

NOTE: This item cannot be used for analysis.

IRESRV

reserve

When you finally leave active duty, do you plan to join
a Marine Corps reserve unit?

- 9. Does not apply, I am not eligible to join
- 5. Definitely yes
- 4. Probably yes
- 3. Don't know/ not sure
- 2. Probably no
- 1. Definitely no

OVERALL SATISFACTION

OSATMC

osatmc

Overall, how satisfied are you with the Marine Corps?
[Satisfaction response format]

IMPORTANCE FACTORS

Regardless of your career plans with the Marine Corps, there are probably things that make you want to STAY in the Marine Corps and other things that make you want to LEAVE. Even if you plan to stay until retirement, there may be aspects of your career that sometimes make you consider leaving. Likewise, if you plan to leave the Marine Corps, there are probably things about being a Marine that you have enjoyed and that you would miss. The purpose of the last two sections of this survey is to identify BOTH of these sets of factors.

Factors That Contribute To The Desire to Leave

Instructions: Rate each factor in the following list in terms of the extent to which it would make a contribution to your desire to leave active duty service in the Marine Corps. A later part of the census will allow you to identify the aspects of your life/career in the Marine Corps that would have a positive effect on your desire to stay on active duty service.

Response format:

How important are each of the following to your desire to leave the Marine Corps?

4. very important
3. important
2. somewhat important
1. not important

<u>Job</u>		
<u>LJCURR</u>	Current job assignment	job0
<u>LJFUTR</u>	Anticipated future job assignments	job1
<u>LJWKLD</u>	Fairness of distribution of workload	job2
<u>LJPEERS</u>	Marines I work with currently	job3
<u>LJHOURS</u>	Number of hours required by work	job4
<u>LJRESPH</u>	Level of responsibility in my current job assignment: too high	job5
<u>LJRESPL</u>	Level of responsibility in my current job assignment: too low	job6
<u>LJAUTH</u>	Authority to do my job effectively	job7
<u>LJFDBK</u>	Feedback on my job performance	job8
<u>LJCHALH</u>	Work too challenging	job9
<u>LJCHALL</u>	Work not challenging enough	job10
<u>LJTRAIN</u>	Availability of training to do my job effectively	job11
<u>LJEQUIP</u>	Availability of equipment to do my job effectively	job12
<u>Career</u>		
<u>LCADVOP</u>	Advancement opportunities	career13
<u>LCPROMO</u>	Promotion fairness	career14
<u>LCSECUR</u>	Job security	career15
<u>LCUSEMC</u>	Changes in the way the Marine Corps is being utilized	career16
<u>LCDEV</u>	Opportunities for career development (training, education)	career17
<u>LMONIT</u>	Interaction with monitors	career18
<u>LCPMOS</u>	Desirability of primary MOS	career19
<u>LCMOSOP</u>	Limited career opportunities in my primary MOS	career20
<u>LCXMOS</u>	Limited career opportunities outside my primary MOS	career21
<u>LCCIV</u>	Career opportunities in the civilian sector	career22
<u>LCCMBAT</u>	Opportunity for combat training	career23
<u>LCUTRNG</u>	Opportunities for unit level training	career24
<u>LCQTRNG</u>	Quality of training	career25
<u>LCTMPOH</u>	Optempo (number of contingencies, deployments, exercises): too high	careeropta26
<u>LCTMPOL</u>	Optempo (number of contingencies, deployments, exercises): too low	careeroptb27

Family Environment and Personal Life

<u>LFDLOCC</u>	Current duty location	famenvperlife28
<u>LFDLOCF</u>	Anticipated future duty location	famenvperlife29
<u>LFMOVEF</u>	Frequency of moves	famenvperlife30
<u>LFMOVES</u>	Impact of frequency of moves on spouse's career*	famenvperlife31
<u>LFLOCS</u>	Impact of duty station location on spouse's career*	famenvperlife32
<u>LFMOVEC</u>	Impact of frequency of moves on children's education*	famenvperlife33
<u>LEAWAY</u>	Time away from home/family	famenvperlife34
<u>LEFREE</u>	Limitations on personal freedom	famenvperlife35
<u>LEFSSA</u>	Availability of family support services	famenvperlife36
<u>LEFSSQ</u>	Quality of family support services	famenvperlife37
<u>LEFREC</u>	Quality of recreational services	famenvperlife38
<u>LEHOUAV</u>	Availability of housing	famenvperlife39
<u>LEHOUQ</u>	Quality of housing	famenvperlife40

*These items are "greyed-out" on the questionnaire and do not appear in data for LFMOVES and LFLOCS if respondent is unmarried; or for LFMOVEC if respondent has no children.

Benefits

<u>LBRETC</u>	Current retirement benefits	benefits41
<u>LBRETF</u>	Possible changes to future retirement benefits	benefits42
<u>LBMEDC</u>	Current medical/dental benefits for service member	benefits43
<u>LBMEDF</u>	Possible changes to future medical/dental benefits	benefits44
<u>LFMED</u>	Current medical/dental benefits for families	ben41a
<u>LEPAYC</u>	Current pay	benefits45
<u>LEPAYF</u>	Anticipated future pay	benefits46
<u>LEBEDUC</u>	Educational benefits	ben48a
<u>LEBINCAV</u>	Availability of incentive pay (e.g., bonuses)	benefits47
<u>LEBINCAM</u>	Amount available of incentive pay (e.g. bonuses)	benefits48

Leadership

<u>LLGENOF</u>	The quality of General officer leadership	leadership49
<u>LLFLDOF</u>	The quality of Field grade officer (Maj, Lt Col, Col) leadership	leadership50
<u>LLJROF</u>	The quality of Jr. officer (Capt, Lt) leadership	leadership51
<u>LLWAROF</u>	The quality of warrant officer leadership	leadership52
<u>LLSNCO</u>	The quality of SNCO leadership	leadership53
<u>LLNCO</u>	The quality of NCO leadership	leadership54
<u>LSMORAL</u>	Unit morale	leadership55
<u>LLSUBOR</u>	Immediate seniors' treatment of subordinates	leadership56
<u>LLTECH</u>	Immediate seniors' technical competence	leadership57
<u>LLFOCUS</u>	Immediate seniors' focus on personal advancement versus the good of the unit	leadership58
<u>LLCOMM</u>	Communication to marines about issues affecting them	leadership59
<u>LLINPUT</u>	Immediate seniors' consideration of input from individual marines	leadership60

Culture

<u>LSPUBLIC</u>	Public support for USMC	culture61
<u>LSFITH</u>	Physical fitness standards: too high	culture62
<u>LSFITL</u>	Physical fitness standards: too low	culture63
<u>LSAPPRH</u>	Personal appearance standards: too high	culture64
<u>LSAPPRL</u>	Personal appearance standards: too low	culture65
<u>LSMORLH</u>	Moral standards: too high	culture66
<u>LSMORLL</u>	Moral standards: too low	culture 67
<u>LSZERO</u>	Zero defects standard of performance (low tolerance for mistakes)	culture68

<u>LSXTRNG</u>	Outside demands that interfere with training	culture69
<u>LSRACE</u>	Racial discrimination	culture70
<u>LSGENDR</u>	Gender discrimination	culture71
<u>LSRELIG</u>	Religious discrimination	culture72

Please list any other features that would contribute to your desire to leave active duty service **ONLY IF** you would rate them as “very important” to your decision.

<u>LWRITE1</u>	#1 _____	writeinf1
<u>LWRITE2</u>	#2 _____	writeinf2
<u>LWRITE3</u>	#3 _____	writeinf3
<u>LWRITE4</u>	#4 _____	writeinf4
	(-9 if no response)	

Ranking Influences on Leaving

[Note: Construct a list of all factors rated by respondent as “very important”. If the preceding list is a “null set”, construct a list of all factors rated as “important”]

Instructions: Those factors that you identified as most important that would affect your decision to leave active duty service in the Marine Corps are listed below. Rank order the top four that would influence you to leave:
(Click on the DROP-DOWN list to make your selections).

<u>LRANK1</u>	Most important factor in desire to leave	rankfactor1
<u>LRANK2</u>	Second most important factor in desire to leave	rankfactor2
<u>LRANK3</u>	Third most important factor in desire to leave	rankfactor3
<u>LRANK4</u>	Fourth most important factor in desire to leave.	rankfactor4

Note: Responses correspond to the number at the right edge of the USMC name or writeinf1 - writeinf4.
Code is character.

Factors That Contribute To The Desire To Stay

Instructions: Rate each factor in the following list in terms of the extent to which it would make a positive contribution to your desire to stay on active duty service in the Marine Corps.

Response format:

How important is each of the following to your **desire to stay in** the Marine Corps?

4. Very important
3. Important
2. Somewhat important
1. Not important

<u>Job</u>		
<u>SJCURR</u>	Current job assignment	jobm73
<u>SJFUTR</u>	Anticipated future job assignments	jobm74
<u>SJPEERS</u>	Marines I work with currently	jobm75
<u>SJRESP</u>	Level of responsibility I am given	jobm76
<u>SJAUTH</u>	Authority to do my job effectively	jobm77
<u>SJFDBK</u>	Feedback on my job performance	jobm78
<u>SJCHAL</u>	Challenging work	jobm79

<u>Career</u>		
<u>SCADVOP</u>	Advancement opportunities	career80
<u>SCSECUR</u>	Security	career81
<u>SCMISSN</u>	Participation in the mission of the Marine Corps	career82
<u>SCDEV</u>	Opportunities for career development (training, education)	career83
<u>SCMGMT</u>	Career management	career84
<u>SCOPPMC</u>	Career opportunities in the Marine Corps	career85
<u>SCPMOS</u>	Primary MOS job assignments	career86
<u>SCXPMOS</u>	Non-primary MOS job assignments	career87
<u>SCCMBAT</u>	Opportunity for combat training	career88
<u>SCTMPO</u>	Optempo (number of contingencies, deployments, and exercises)	career89

<u>Family Environment and Personal Life</u>		
<u>SFDLOCC</u>	Current duty location	famenvperlifem90
<u>SFLOCO</u>	Opportunity to serve in other duty locations	famenvperlifem91
<u>SFMOVEF</u>	Frequency of moves	famenvperlifem92
<u>SFFSS</u>	Family support services	famenvperlifem93
<u>SFREC</u>	Recreational services	famenvperlifem94
<u>SFMHOU</u>	Access to military housing	famenvperlifem95

<u>Benefits</u>		
<u>SBRET</u>	Retirement benefits	benefitsm96
<u>SBMED</u>	Medical/dental benefits	benefitsm97
<u>SBPAY</u>	Military pay	benefitsm98
<u>SBINC</u>	Amount and availability of incentive pay (e.g., bonuses)	benefitsm99

<u>Leadership</u>		
<u>SLGENOF</u>	The quality of General officer leadership	leadershipm100
<u>SLFLDOF</u>	The quality of Field grade officer (Maj, LtCol, Col) leadership	leadershipm101
<u>SLJROF</u>	The quality of Jr. officer (Capt, Lt) leadership	leadershipm102
<u>SLWAROF</u>	The quality of Warrant officer leadership	leadershipm103
<u>SLSNCO</u>	The quality of SNCO leadership	leadershipm104
<u>SLNCO</u>	The quality of NCO leadership	leadershipm105
<u>SSUNITP</u>	Unit cohesion and pride	leadershipm106
<u>SLSUBOR</u>	Immediate seniors' treatment of subordinates	leadershipm107
<u>SLTECH</u>	Immediate seniors' technical competence	leadershipm108
<u>SLFOCUS</u>	Immediate seniors' focus on the good of the unit versus personal advancement	leadershipm109
<u>SLCOMM</u>	Communication to marines about issues affecting them	leadershipm110
<u>SLINPUT</u>	Immediate seniors' consideration of input from individual marines	leadershipm111

<u>Culture</u>		
<u>SSPUBLIC</u>	Public support for USMC	culturem112
<u>SSFIT</u>	Physical fitness standards	culturem113
<u>SSAPPR</u>	Personal appearance standards	culturem114
<u>SSMORL</u>	Moral standards	culturem115
<u>SSSERVE</u>	Chance to serve country	culturem116
<u>SSPRIDE</u>	Pride in being an active duty Marine	culturem117
<u>SSTRAVEL</u>	Opportunity to travel	culturem118
<u>SSWOMEN</u>	Opportunities for women in the Marine Corps	culturem119
<u>SSMINOR</u>	Opportunities for racial/ethnic group minorities in the Marine Corps	culturem120
<u>SSFRNDS</u>	Friendships and acquaintances	culturem121

Ranking Influences on Staying

[Note: Construct a list of all factors rated by respondent as “very important”; If the preceeding list is a “null set”, construct a list of all factors rated as “important”]

Instructions: Those factors that you identified as most important to your desire to stay on active duty service in the Marine Corps are listed below. Rank order the top four:

(Click on the DROP-DOWN list to make your selections).

<u>SRANK1</u>	Most important factor in desire to stay	rankfactorm1
<u>SRANK2</u>	Second most important factor in desire to stay	rankfactorm2
<u>SRANK3</u>	Third most important factor in desire to stay	rankfactorm3
<u>SRANK4</u>	Fourth most important factor in desire to stay. (-9 if missing)	rankfactorm4

Note: Responses correspond to the number at the right edge of the USMC name .
Code is character.

DATE AND TIME

<u>POSTDATE</u>	Date survey completed: 00/00/00	datetaken
-----------------	---------------------------------	-----------

<u>ETIME</u>	Time elapsed to complete questionnaire (in minutes)	datetaken starttime
--------------	---	------------------------

MASTER FILE DATA

The following fields were extracted from Marine Corps personnel files and merged with the questionnaire responses.
See documentation for these files for coding information.

<u>DOB</u>	Date of birth
<u>GENDER</u>	Gender
<u>PAYGRADE</u>	Rank
<u>DUTYSTA</u>	Duty station
<u>ENTDATE</u>	Service entry date
<u>AFADBD</u>	Active duty base pay date
<u>DOR</u>	Date of rank
<u>EAS</u>	End of active service date
<u>DUTYMOS</u>	Duty military occupational specialty
<u>PMOS</u>	Primary military occupational speciality
<u>AFQT</u>	Armed Forces Qualifying Test score
<u>CSOE</u>	Source of entry
<u>GEO</u>	Duty zip code (first 3 digits)
<u>PMCC</u>	Present monitored command code

APPENDIX B

USMC RETENTION SURVEY

REASONS TO LEAVE: RANKED SURVEY RESPONSE MEANS

ENLISTED 1ST TERM MALE

(N=6,846)

RANK	VARIABLE	LABEL	MEAN
1	LPAY	PAY	3.52
2	LFFREE	PERSONAL FREEDOM	3.33
3	LCCIV	CIVILIAN CAREER OPPORTUNITIES	3.27
4	LBEDUC	EDUCATION BENEFITS	3.19
5	LINCPAY	INCENTIVE PAY	3.18
6	LSMORAL	UNIT MORALE	3.12
7	LADV	ADVANCEMENT OPPORTUNITIES	3.04
8	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.95
9	LRETMED	RETIREMENT AND MEDICAL BENEFITS	2.95
10	LCUSEMC	CHANGES IN HOW USMC BEING USED	2.95
11	LLDRSHP	LEADERSHIP CHARACTERISTICS	2.94
12	LJEQUIP	EQUIPMENT	2.92
13	LLOC	LOCATION ISSUES	2.90
14	LTIME	TIME DEMANDS	2.82
15	LXXTRNG	OUTSIDE DEMANDS	2.82
16	LMOS	MOS ISSUES	2.76
17	LSZERO	ZERO DEFECTS	2.74
18	LJOB	JOB CHARACTERISTICS	2.74
19	LFAMSRV	OTHER BENEFITS AND SERVICES	2.72
20	LMOVE	MOVES	2.69
21	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.65
22	LSPUBLIC	PUBLIC SUPPORT FOR USMC	2.48
23	LTRNG	TRAINING	2.46
24	LSTDH	STANDARDS TOO LOW	2.41
25	LDISCRM	DISCRIMINATION	2.32
26	LSTDH	STANDARDS TOO HIGH	2.09

ENLISTED FIRST TERM MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.52	6846	LPAY
	B	3.33	6846	LFFREE
	C	3.27	6846	LCCIV
	D	3.19	6846	LBEDUC
	D	3.18	6846	LINCPAY
	E	3.12	6846	LSMORAL
	F	3.04	6846	LADV
	G	2.95	6846	LNONCOM
	G			
	G	2.95	6846	LRETMED
	G			
	G	2.95	6846	LCUSEMC
	G			
	G	2.94	6846	LLDRSHP
	H	2.92	6846	LJEQUIP
	H			
	H	2.90	6846	LLOC
	I	2.82	6846	LTIME
	I			
	I	2.82	6846	LXXTRNG
	J	2.76	6846	LMOS
	J			
K	J	2.74	6846	LSZERO
K	J			
K	J	2.74	6846	LJOB
K				
K		2.72	6846	LFAMSRV
	L	2.69	6846	LMOVE
	M	2.65	6846	LCOMOF
	N	2.48	6846	LSPUBLIC
	N			
	N	2.46	6846	LTRNG
	O	2.41	6846	LSTD
	P	2.32	6846	LDISCRM
	Q	2.09	6846	LSTDH

ENLISTED CAREER MALE
(N=2,522)

RANK	VARIABLE	LABEL	MEAN
1	LPAY	PAY	3.51
2	LRETMED	RETIREMENT AND MEDICAL BENEFITS	3.36
3	LADV	ADVANCEMENT OPPORTUNITIES	3.21
4	LCCIV	CIVILIAN CAREER OPPORTUNITIES	3.17
5	LBEDUC	EDUCATION BENEFITS	3.12
6	LSMORAL	UNIT MORALE	3.12
7	LINCPAY	INCENTIVE PAY	3.10
8	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	3.07
9	LLDRSHP	LEADERSHIP CHARACTERISTICS	3.01
10	LJEQUIP	EQUIPMENT	2.97
11	LFFREE	PERSONAL FREEDOM	2.96
12	LCUSEMC	CHANGES IN HOW USMC BEING USED	2.94
13	LSZERO	ZERO DEFECTS	2.90
14	LMOVE	MOVES	2.89
15	LXXTRNG	OUTSIDE DEMANDS	2.84
16	LFAMSRV	OTHER BENEFITS AND SERVICES	2.82
17	LLOC	LOCATION ISSUES	2.80
18	LTIME	TIME DEMANDS	2.78
19	LMOS	MOS ISSUES	2.75
20	LJOB	JOB CHARACTERISTICS	2.73
21	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.72
22	LSTDL	STANDARDS TOO LOW	2.49
23	LTRNG	TRAINING	2.45
24	LDISCRM	DISCRIMINATION	2.44
25	LSPUBLIC	PUBLIC SUPPORT FOR USMC	2.33
26	LSTDH	STANDARDS TOO HIGH	1.84

ENLISTED CAREER MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.51	2522	LPAY
	B	3.36	2522	LRETMED
	C	3.21	2522	LADV
	C			
	C	3.17	2522	LCCIV
	D	3.12	2522	LBEDUC
	D			
E	D	3.12	2522	LSMORAL
E	D			
E	D	3.10	2522	LINCPAY
E				
E		3.07	2522	LNONCOM
	F	3.01	2522	LLDRSHP
	G	2.97	2522	LJEQUIP
	G			
	G	2.96	2522	LFFREE
	G			
H	G	2.94	2522	LCUSEMC
H				
H	I	2.90	2522	LSZERO
	I			
	I	2.89	2522	LMOVE
	J	2.84	2522	LXXTRNG
	J			
K	J	2.82	2522	LFAMSRV
K				
K		2.80	2522	LLOC
K				
K	L	2.78	2522	LTIME
	L			
M	L	2.75	2522	LMOS
M				
M		2.73	2522	LJOB
M				
M		2.72	2522	LCOMOF
	N	2.49	2522	LSTD L
	N			
	N	2.45	2522	LTRNG
	N			
	N	2.44	2522	LDISCRM
	O	2.33	2522	LSPUBLIC
	P	1.84	2522	LSTDH

ENLISTED FIRST TERM FEMALE
(N=663)

RANK	VARIABLE	LABEL	MEAN
1	LPAY	PAY	3.54
2	LFFREE	PERSONAL FREEDOM	3.40
3	LBEDUC	EDUCATION BENEFITS	3.33
4	LSMORAL	UNIT MORALE	3.27
5	LCCIV	CIVILIAN CAREER OPPORTUNITIES	3.25
6	LINCPAY	INCENTIVE PAY	3.16
7	LADV	ADVANCEMENT OPPORTUNITIES	3.14
8	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	3.13
9	LCUSEMC	CHANGES IN HOW USMC BEING USED	3.08
10	LLDRSH	LEADERSHIP CHARACTERISTICS	3.07
11	LRETMED	RETIREMENT AND MEDICAL BENEFITS	3.04
12	LLOC	LOCATION ISSUES	2.96
13	LTIME	TIME DEMANDS	2.85
14	LMOS	MOS ISSUES	2.84
15	LXXTRNG	OUTSIDE DEMANDS	2.83
16	LFAMSRV	OTHER BENEFITS AND SERVICES	2.83
17	LJOB	JOB CHARACTERISTICS	2.78
18	LDISCRM	DISCRIMINATION	2.77
19	LMOVE	MOVES	2.74
20	LJEQUIP	EQUIPMENT	2.71
21	LSZERO	ZERO DEFECTS	2.69
22	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.67
23	LSPUBLIC	PUBLIC SUPPORT FOR USMC	2.35
24	LSTD	STANDARDS TOO LOW	2.33
25	LTRNG	TRAINING	2.28
26	LSTDH	STANDARDS TOO HIGH	2.18

Means with the same letter are not significantly different.

54

ENLISTED CAREER FEMALE
(N=136)

RANK	VARIABLE	LABEL	MEAN
1	LPAY	PAY	3.56
2	LRETMED	RETIREMENT AND MEDICAL BENEFITS	3.38
3	LBEDUC	EDUCATION BENEFITS	3.38
4	LADV	ADVANCEMENT OPPORTUNITIES	3.35
5	LSMORAL	UNIT MORALE	3.32
6	LCCIV	CIVILIAN CAREER OPPORTUNITIES	3.27
7	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	3.21
8	LFFREE	PERSONAL FREEDOM	3.20
9	LCUSEMC	CHANGES IN HOW USMC BEING USED	3.14
10	LLDRSHP	LEADERSHIP CHARACTERISTICS	3.14
11	LLOC	LOCATION ISSUES	3.12
12	LINCPAY	INCENTIVE PAY	3.04
13	LSZERO	ZERO DEFECTS	2.93
14	LDISCRM	DISCRIMINATION	2.93
15	LMOS	MOS ISSUES	2.91
16	LJEQUIP	EQUIPMENT	2.90
17	LJOB	JOB CHARACTERISTICS	2.90
18	LTIME	TIME DEMANDS	2.89
19	LMOVE	MOVES	2.88
20	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.88
21	LFAMSRV	OTHER BENEFITS AND SERVICES	2.83
22	LXXTRNG	OUTSIDE DEMANDS	2.80
23	LSTDL	STANDARDS TOO LOW	2.44
24	LTRNG	TRAINING	2.35
25	LSPUBLIC	PUBLIC SUPPORT FOR USMC	2.30
26	LSTDH	STANDARDS TOO HIGH	2.19

ENLISTED CAREER FEMALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.56	136	LPAY
	B	3.38	136	LRETMED
	B			
	B	3.38	136	LBEDUC
	B			
	B	3.35	136	LADV
	B			
C	B	3.32	136	LSMORAL
C	B			
C	B	3.27	136	LCCIV
C	B			
C	B	3.21	136	LNONCOM
C	B			
C	B	3.20	136	LFFREE
C				
C				
C		3.14	136	LCUSEMC
C				
C		3.14	136	LLDRSHP
C				
C		3.12	136	LLOC
	E	3.04	136	LINCPAY
	E			
F	E	2.93	136	LSZERO
F	E			
F	E	2.93	136	LDISCRM
F	E			
F	E	2.91	136	LMOS
F	E			
F	E	2.90	136	LJEQUIP
F	E			
F	E	2.90	136	LJOB
F	E			
F	E	2.89	136	LTIME
F	E			
F	E	2.88	136	LMOVE
F	E			
F	E	2.88	136	LCOMOF
F	E			
F	E	2.83	136	LFAMSRV
F				
F		2.80	136	LXXTRNG
	G	2.44	136	LSTDH
	G			
H	G	2.35	136	LTRNG
H	G			
H	G	2.30	136	LSPUBLIC
H				
H		2.19	136	LSTDH

JUNIOR OFFICER MALE
(N=647)

RANK	VARIABLE	LABEL	MEAN
1	LPAY	PAY	3.10
2	LCCIV	CIVILIAN CAREER OPPORTUNITIES	3.01
3	LRETMED	RETIREMENT AND MEDICAL BENEFITS	3.01
4	LTIME	TIME DEMANDS	2.96
5	LJEQUIP	EQUIPMENT	2.95
6	LSMORAL	UNIT MORALE	2.92
7	LXXTRNG	OUTSIDE DEMANDS	2.87
8	LADV	ADVANCEMENT OPPORTUNITIES	2.83
9	LMOVE	MOVES	2.78
10	LLDRSH	LEADERSHIP CHARACTERISTICS	2.76
11	LSZERO	ZERO DEFECTS	2.75
12	LBEDUC	EDUCATION BENEFITS	2.74
13	LCUSEMC	CHANGES IN HOW USMC BEING USED	2.71
14	LJOB	JOB CHARACTERISTICS	2.71
15	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.69
16	LLOC	LOCATION ISSUES	2.67
17	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.59
18	LFFREE	PERSONAL FREEDOM	2.57
19	LINCPAY	INCENTIVE PAY	2.54
20	LTRNG	TRAINING	2.50
21	LMOS	MOS ISSUES	2.45
22	LFAMSRV	OTHER BENEFITS AND SERVICES	2.42
23	LSTD	STANDARDS TOO LOW	2.40
24	LDISCR	DISCRIMINATION	2.09
25	LSPUBLIC	PUBLIC SUPPORT FOR USMC	2.07
26	LSTDH	STANDARDS TOO HIGH	1.39

JUNIOR OFFICER MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.10	647	LPAY
	B	3.01	647	LCCIV
	B			
	B	3.01	647	LRETMED
	B			
C	B	2.96	647	LTIME
C	B			
C	B	2.95	647	LJEQUIP
C	B			
C	B	2.92	647	LSMORAL
C				
C		2.87	647	LXXTRNG
	E	2.83	647	LADV
	E			
F	E	2.78	647	LMOVE
F	E			
F	E	2.76	647	LLDRSHP
F	E			
F	E	2.75	647	LSZERO
F	E			
F	E	2.74	647	LBEDUC
F				
F		2.71	647	LCUSEMC
F				
F		2.71	647	LJOB
F				
F		2.69	647	LNONCOM
	H	2.67	647	LLOC
	H			
I	H	2.59	647	LCOMOF
I				
I		2.57	647	LFFREE
I				
I	J	2.54	647	LINCPAY
I	J			
I	J	2.50	647	LTRNG
	J			
	J	2.45	647	LMOS
		2.42	647	LFAMSRV
		2.40	647	LSTD L
	L	2.09	647	LDISCRM
	L			
	L	2.07	647	LSPUBLIC
	M	1.39	647	LSTDH

FIELD GRADE OFFICER MALE
(N=70)

OBS	VARIABLE	LABEL	MEAN
1	LRETMED	RETIREMENT AND MEDICAL BENEFITS	3.20
2	LJEQUIP	EQUIPMENT	3.05
3	LSMORAL	UNIT MORALE	3.04
4	LSZERO	ZERO DEFECTS	3.02
5	LTIME	TIME DEMANDS	2.98
6	LPAY	PAY	2.94
7	LXXTRNG	OUTSIDE DEMANDS	2.91
8	LLDRSHP	LEADERSHIP CHARACTERISTICS	2.89
9	LADV	ADVANCEMENT OPPORTUNITIES	2.83
10	LCUSEMC	CHANGES IN HOW USMC BEING USED	2.78
11	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.76
12	LMOVE	MOVES	2.71
13	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.70
14	LCCIV	CIVILIAN CAREER OPPORTUNITIES	2.67
15	LJOB	JOB CHARACTERISTICS	2.62
16	LBEDUC	EDUCATION BENEFITS	2.61
17	LLOC	LOCATION ISSUES	2.57
18	LFAMSRV	OTHER BENEFITS AND SERVICES	2.48
19	LTRNG	TRAINING	2.44
20	LINCPAY	INCENTIVE PAY	2.37
21	LFFREE	PERSONAL FREEDOM	2.32
22	LSTDH	STANDARDS TOO LOW	2.22
23	LDISCRM	DISCRIMINATION	2.19
24	LMOS	MOS ISSUES	2.17
25	LSPUBLIC	PUBLIC SUPPORT FOR USMC	1.91
26	LSTDH	STANDARDS TOO HIGH	1.35

FIELD GRADE OFFICER MALE

Means with the same letter are not significantly different.

Duncan Grouping				Mean	N	NAME
		A		3.20	70	LRETMED
		A				
	B	A		3.05	70	LJEQUIP
	B	A				
	B	A		3.04	70	LSMORAL
	B	A				
	B	A	C	3.02	70	LSZERO
	B	A	C			
	B	D	A	2.98	70	LTIME
	B	D	A			
E	B	D	A	2.94	70	LPAY
E	B	D	A			
E	B	D	A	2.91	70	LXXTRNG
E	B	D	A			
E	B	D	A	2.89	70	LLDRSHP
E	B	D				
E	B	D		2.83	70	LADV
E	B	D				
E	B	D		2.78	70	LCUSEMC
E	B	D				
E	B	D	I	2.76	70	LCOMOF
E		D	I			
E		D	I	2.71	70	LMOVE
E		D	I			
E		D	I	2.70	70	LNONCOM
E		D	I			
E	J	D	I	2.67	70	LCCIV
E	J		I			
E	J		I	2.62	70	LJOB
	J		I			
	J		I	2.61	70	LBEDUC
	J		I			
	J		I	2.57	70	LLOC
	J		I			
	J	L	I	2.48	70	LFAMSRV
	J	L	I			
	J	L	I	2.44	70	LTRNG
	J	L				
	J	L		2.37	70	LINCPAY
		L				
		L		2.32	70	LFFREE
		L				
		L		2.22	70	LSTD
		L				
		L	M	2.19	70	LDISCRM
		L	M			
		L	M	2.17	70	LMOS
			M			
			M	1.91	70	LSPUBLIC
			N	1.35	70	LSTDH

JUNIOR OFFICER FEMALE
(N=49)

RANK	VARIABLE	LABEL	MEAN
1	LSMORAL	UNIT MORALE	3.06
2	LXXTRNG	OUTSIDE DEMANDS	3.00
3	LPAY	PAY	2.93
4	LLDRSHP	LEADERSHIP CHARACTERISTICS	2.85
5	LCOMOF	COMMISSIONED OFFICER LEADERSHIP	2.82
6	LNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.78
7	LRETMED	RETIREMENT AND MEDICAL BENEFITS	2.75
8	LCCIV	CIVILIAN CAREER OPPORTUNITIES	2.73
9	LFFREE	PERSONAL FREEDOM	2.73
10	LBEDUC	EDUCATION BENEFITS	2.71
11	LSZERO	ZERO DEFECTS	2.71
12	LJOB	JOB CHARACTERISTICS	2.70
13	LJEQUIP	EQUIPMENT	2.67
14	LTIME	TIME DEMANDS	2.67
15	LADV	ADVANCEMENT OPPORTUNITIES	2.57
16	LLOC	LOCATION ISSUES	2.57
17	LCUSEMC	CHANGES IN HOW USMC BEING USED	2.48
18	LTRNG	TRAINING	2.38
19	LINCPAY	INCENTIVE PAY	2.35
20	LDISCRM	DISCRIMINATION	2.28
21	LMOS	MOS ISSUES	2.20
22	LSTDL	STANDARDS TOO LOW	2.20
23	LMOVE	MOVES	2.19
24	LFAMSRV	OTHER BENEFITS AND SERVICES	1.99
25	LSPUBLIC	PUBLIC SUPPORT FOR USMC	1.73
26	LSTDH	STANDARDS TOO HIGH	1.38

JUNIOR OFFICER FEMALE

Means with the same letter are not significantly different.

Duncan Grouping					Mean	N	NAME
		A			3.06	49	LSMORAL
		A					
	B	A			3.00	49	LXXTRNG
	B	A					
	B	A	C		2.93	49	LPAY
	B	A	C				
	B	D	A	C	2.85	49	LLDRSHP
	B	D	A	C			
	B	D	A	C	2.82	49	LCOMOF
	B	D	A	C			
	B	D	A	C	2.78	49	LNONCOM
	B	D	A	C			
E	B	D	A	C	2.75	49	LRETMED
E	B	D	A	C			
E	B	D	A	C	2.73	49	LCCIV
E	B	D	A	C			
E	B	D	A	C	2.73	49	LFFREE
E	B	D	A	C			
E	B	D	A	C F	2.71	49	LSZERO
E	B	D	A	C F			
E	B	D	A	C F	2.71	49	LBEDUC
E	B	D	A	C F			
E	B	D	A	C F	2.70	49	LJOB
E	B	D		C F			
E	B	D		C F	2.67	49	LJEQUIP
E	B	D		C F			
E	B	D		C F	2.67	49	LTIME
E		D		C F			
E		D	G	C F	2.57	49	LADV
E		D	G	C F			
E		D	G	C F	2.57	49	LLOC
E		D	G	F			
E	H	D	G	F	2.48	49	LCUSEMC
E	H		G	F			
E	H		G	F	2.38	49	LTRNG
	H		G	F			
	H		G	F	2.35	49	LINCPAY
	H		G				
	H		G	I	2.28	49	LDISCRM
	H			I			
	H			I	2.20	49	LMOS
	H			I			
	H			I	2.20	49	LSTD L
	H			I			
	H			I	2.19	49	LMOVE
				I			
		J	I		1.99	49	LFAMSRV
		J					
		J			1.73	49	LSPUBLIC
		K			1.38	49	LSTDH

APPENDIX C

USMC RETENTION SURVEY

REASONS TO STAY: RANKED SURVEY RESPONSE MEANS

ENLISTED FIRST TERM MALE
(N=6,846)

RANK	VARIABLE	LABEL	MEAN
1	SPAY	BASIC AND INCENTIVE PAY	3.04
2	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	2.99
3	SCORPS	USMC VALUES/PRIDE	2.97
4	SSFRNDS	FRIENDSHIPS	2.95
5	SADVOP	ADVANCEMENT OPPORTUNITY	2.92
6	SJOB	JOB CHARACTERISTICS	2.88
7	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.87
8	SLDRSHP	LEADERSHIP CHARACTERISTICS	2.85
9	SSTD	USMC STANDARDS	2.78
10	SADSVEN	TRAVEL/ADVENTURE	2.74
11	SOBEN	OTHER BENEFITS	2.68
12	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.63
13	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.63
14	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.44

ENLISTED FIRST TERM MALE

Means with the same letter are not significantly different.

Duncan Grouping	Mean	N	NAME
A	3.04	6846	SPAY
B	2.99	6846	SMEDRET
C	2.97	6846	SCORPS
C	2.95	6846	SSFRNDS
D	2.92	6846	SADVOP
E	2.88	6846	SJOB
E			
F	2.87	6846	SNONCOM
F			
F	2.85	6846	SLDRSHP
G	2.78	6846	SSTD
H	2.74	6846	SADSVEN
I	2.68	6846	SOBEN
J	2.63	6846	SSPUBLIC
J			
J	2.63	6846	SCOM
K	2.44	6846	SSMINOR

ENLISTED CAREER MALE
(N=2,522)

RANK	VARIABLE	LABEL	MEAN
1	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	3.27
2	SCORPS	USMC VALUES/PRIDE	3.26
3	SPAY	BASIC AND INCENTIVE PAY	3.23
4	SADVOP	ADVANCEMENT OPPORTUNITY	3.16
5	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	3.07
6	SJOB	JOB CHARACTERISTICS	3.06
7	SLDRSHP	LEADERSHIP CHARACTERISTICS	3.05
8	SSTD	USMC STANDARDS	2.94
9	SSFRNDS	FRIENDSHIPS	2.85
10	SADSVEN	TRAVEL/ADVENTURE	2.82
11	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.77
12	SOBEN	OTHER BENEFITS	2.73
13	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.61
14	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.46

ENLISTED CAREER MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.27	2522	SMEDRE
	A			
B	A	3.26	2522	SCORPS
B				
B		3.23	2522	SPAY
	C	3.16	2522	SADVOP
	D	3.07	2522	SNONCOM
	D			
	D	3.06	2522	SJOB
	D			
	D	3.05	2522	SLDRSHP
	E	2.94	2522	SSTD
	F	2.85	2522	SSFRNDS
	F			
	F	2.82	2522	SADSVEN
	G	2.77	2522	SCOM
	H	2.73	2522	SOBEN
	I	2.61	2522	SSPUBLIC
	J	2.46	2522	SSMINOR

JUNIOR OFFICER MALE
(N=647)

RANK	VARIABLE	LABEL	MEAN
1	SCORPS	USMC VALUES/PRIDE	3.33
2	SJOB	JOB CHARACTERISTICS	3.10
3	SSFRNDS	FRIENDSHIPS	3.09
4	SADVOP	ADVANCEMENT OPPORTUNITY	2.90
5	SLDRSHP	LEADERSHIP CHARACTERISTICS	2.81
6	SSTD	USMC STANDARDS	2.81
7	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.81
8	SADSVEN	TRAVEL/ADVENTURE	2.79
9	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	2.75
10	SPAY	BASIC AND INCENTIVE PAY	2.73
11	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.66
12	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.48
13	SOBEN	OTHER BENEFITS	2.22
14	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.05

JUNIOR OFFICER MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.33	647	SCORPS
	B	3.10	647	SJOB
	B			
	B	3.09	647	SSFRNDS
	C	2.90	647	SADVOP
	D	2.81	647	SLDRSHP
	D			
	D	2.81	647	SSTD
	D			
	D	2.81	647	SNONCOM
	D			
	D	2.79	647	SADSVEN
	D			
	D	2.75	647	SMEDRET
	D			
E	D	2.73	647	SPAY
E				
E		2.66	647	SCOM
	F	2.48	647	SSPUBLIC
	G	2.22	647	SOBEN
	H	2.05	647	SSMINOR

FIELD GRADE OFFICER MALE
(N=70)

RANK	VARIABLE	LABEL	MEAN
1	SCORPS	USMC VALUES/PRIDE	3.29
2	SJOB	JOB CHARACTERISTICS	3.18
3	SSFRNDS	FRIENDSHIPS	3.00
4	SLDRSHP	LEADERSHIP CHARACTERISTICS	2.92
5	SADVOP	ADVANCEMENT OPPORTUNITY	2.92
6	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	2.88
7	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.85
8	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.83
9	SADSVEN	TRAVEL/ADVENTURE	2.78
10	SPAY	BASIC AND INCENTIVE PAY	2.67
11	SSTD	USMC STANDARDS	2.57
12	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.40
13	SOBEN	OTHER BENEFITS	2.15
14	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.14

FIELD GRADE OFFICER MALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.29	70	SCORPS
	A			
B	A	3.18	70	SJOB
B				
B	C	3.00	70	SSFRNDS
	C			
D	C	2.92	70	SLDRSHP
D	C			
D	C	2.92	70	SADVOP
D	C			
D		2.88	70	SMEDRET
D	C			
D	C	2.85	70	SCOM
D	C			
D	C	E 2.83	70	SNONCOM
D		E		
D	C	E 2.78	70	SADSVEN
D		E		
D		E 2.67	70	SPAY
		E		
	F	E 2.57	70	SSTD
	F			
	F	2.40	70	SSPUBLIC
	G	2.15	70	SOBEN
	G			
	G	2.14	70	SSMINOR

ENLISTED FIRST TERM FEMALE
(N=663)

RANK	VARIABLE	LABEL	MEAN
1	SPAY	BASIC AND INCENTIVE PAY	3.07
2	SSFRNDS	FRIENDSHIPS	2.99
3	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	2.99
4	SADVOP	ADVANCEMENT OPPORTUNITY	2.97
5	SCORPS	USMC VALUES/PRIDE	2.95
6	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.91
7	SLDRSHP	LEADERSHIP CHARACTERISTICS	2.89
8	SJOB	JOB CHARACTERISTICS	2.88
9	SSTD	USMC STANDARDS	2.81
10	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.80
11	SOBEN	OTHER BENEFITS	2.64
12	SADSVEN	TRAVEL/ADVENTURE	2.62
13	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.62
14	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.47

ENLISTED FIRST TERM FEMALE

Means with the same letter are not significantly different.

Duncan Grouping			Mean	N	NAME
	A		3.07	663	SPAY
	B		2.99	663	SSFRNDS
	B				
	B		2.99	663	SMEDRET
	B				
C	B		2.977	663	SADVOP
C	B				
C	B	D	2.95	663	SCORPS
C		D			
C		D	2.91	663	SNONCOM
		D			
		D	2.89	663	SLDRSHP
		D			
		D	2.88	663	SJOB
	E		2.81	663	SSTD
	E				
	E		2.80	663	SSMINOR
	F		2.64	663	SOBEN
	F				
	F		2.6 3	663	SADSVEN
	F				
	F		2.62	663	SCOM
	G		2.47	663	SSPUBLIC

ENLISTED CAREER FEMALE
(N=136)

RANK	VARIABLE	LABEL	MEAN
1	SPAY	BASIC AND INCENTIVE PAY	3.26
2	SADVOP	ADVANCEMENT OPPORTUNITY	3.26
3	SJOB	JOB CHARACTERISTICS	3.23
4	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	3.19
5	SCORPS	USMC VALUES/PRIDE	3.15
6	SLDRSHP	LEADERSHIP CHARACTERISTICS	3.14
7	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	3.13
8	SSMINOR	OPPORTUNITIES FOR MINORITIES	3.02
9	SSFRNDS	FRIENDSHIPS	2.98
10	SSTD	USMC STANDARDS	2.90
11	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.86
12	SADSVEN	TRAVEL/ADVENTURE	2.67
13	SOBEN	OTHER BENEFITS	2.61
14	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.49

ENLISTED CAREER FEMALE

Means with the same letter are not significantly different.

Duncan Grouping			Mean	N	NAME
	A		3.26	136	SPAY
	A				
	A		3.26	136	SADVOP
	A				
	A		3.24	136	SJOB
	A				
B	A		3.19	136	SMEDRET
B	A				
B	A	C	3.15	136	SCORPS
B	A	C			
B	A	C	3.14	136	SLDRSHP
B	A	C			
B	A	C	3.13	136	SNONCOM
B		C			
B	D	C	3.02	136	SSMINOR
	D	C			
	D	C	2.98	136	SSFRNDS
	D				
	D		2.90	136	SSTD
	D				
	D		2.86	136	SCOM
	E		2.64	136	SADSVEN
	E				
F	E		2.61	136	SOBEN
F					
F			2.49	136	SSPUBLIC

JUNIOR OFFICER FEMALE
(N=49)

OBS	VARIABLE	LABEL	MEAN
1	SCORPS	USMC VALUES/PRIDE	3.30
2	SJOB	JOB CHARACTERISTICS	3.00
3	SSFRNDS	FRIENDSHIPS	2.87
4	SNONCOM	NONCOMMISSIONED OFFICER LEADERSHIP	2.84
5	SCOM	COMMISSIONED OFFICER LEADERSHIP	2.76
6	SLDRSHP	LEADERSHIP CHARACTERISTICS	2.75
7	SADVOP	ADVANCEMENT OPPORTUNITY	2.68
8	SMEDRET	RETIREMENT AND MEDICAL BENEFITS	2.65
9	SADSVEN	TRAVEL/ADVENTURE	2.61
10	SPAY	BASIC AND INCENTIVE PAY	2.58
11	SSTD	USMC STANDARDS	2.56
12	SSMINOR	OPPORTUNITIES FOR MINORITIES	2.32
13	SSPUBLIC	PUBLIC SUPPORT FOR THE USMC	2.02
14	SOBEN	OTHER BENEFITS	1.87

JUNIOR OFFICER FEMALE

Means with the same letter are not significantly different.

Duncan Grouping		Mean	N	NAME
	A	3.30	49	SCORPS
	B	3.00	49	SJOB
	B			
C	B	2.87	49	SSFRNDS
C	B			
C	B	2.84	49	SNONCOM
C	B			
C	B	2.76	49	SCOM
C	B			
C	B	2.75	49	SLDRSHP
C	B			
C	B	2.68	49	SADVOP
C				
C		2.65	49	SMEDRET
C				
C	D	2.61	49	SADSVEN
C	D			
C	D	2.58	49	SPAY
C	D			
C	D	2.56	49	SSTD
	D			
	D	2.32	49	SSMINOR
	E	2.02	49	SSPUBLIC
	E			
	E	1.87	49	SOBEN

REFERENCES

- Cotton, J.L. and Tuttle, J.M. (1986). "Employee Turnover: A Meta-analysis and Review With Implications for Research." *Academy of Management Review* 11 (1), 55-70.
- Hocevar, S. (2000). *Preliminary Analysis of 1999 USMC Web-Based Exit Survey*. Naval Postgraduate School, Monterey CA.
- Hom, P. and Griffeth, R. (1991). "Structural Equations Modeling Test of a Turnover Theory: Cross Sectional and Longitudinal Analysis". *Journal of Applied Psychology* 76 (13), 50-366.
- Jansen E. and Thomas, K. (1998). *Commander's Leadership Profile*. Naval Postgraduate School, Monterey, CA.
- Mobley, W.H. Griffeth, R., Hand, H., and Meglino, B. (1979). "Review and Conceptual Analysis of the Employee Turnover Process." *Psychological Bulletin* 86 (3), 493-523.
- Price, J.L. and Mueller, C.W. (1986). *Absenteeism and Turnover of Hospital Employees*. Greenwich, CT: JAI Press.
- US Department of Defense (1994). *1992 DoD Surveys of Officers and Enlisted Personnel Codebook*.
- USMC (n.d.). *Enlisted Separation Questionnaire*.
- White House, Office of the Press Secretary (1999). *Fact Sheet, National Defense Authorization Act For FY 2000*, Oct. 5, 1999. http://www.whitehouse.gov/WH/New/html/19991008_1.html (4 April, 2000).

DISTRIBUTION LIST

Defense Technical Information Center 8725 John J. Kingman Road, Ste. 0944 Ft. Belvoir, Virginia 22060-6218	2
Dudley Knox Library Naval Postgraduate School 411 Dyer Road Monterey, CA 93943-5101	2
Research Office, Code 91 Naval Postgraduate School Monterey, CA 93943-5138	1
Headquarters, U. S. Marine Corps ATTN: MAJ Gregg T. Habel, CMC Code MPP 30 3280 Russell Road Quantico, VA 22134-5103	5
George W. Thomas, Code SM/Te Systems Management Department Naval Postgraduate School 555 Dyer Rd Rm 333 Bldg 330 Monterey, CA 93943-5103	2
Kathryn M. Kocher, Code SM/Ko Systems Management Department Naval Postgraduate School 555 Dyer Rd Rm 333 Bldg 330 Monterey, CA 93943-5103	3